

ARLINGTON FINANCE COMMITTEE
MINUTES OF MEETING
7:30PM O'Neill Room Community Safety Building
11/1/10

ATTENDEES:

McGaffigan*		Bayer*	Phelps*	Dunn*
DeCoursey*	Connors*	Simmons*		
Tosti*	Foskett*	Deyst*	Ronan*	
Ferrara*	Franclemont*	Jones*	Deshler*	
DuBois*	Howard*	Fanning*	Carman	Turkall*

- Indicates present

VISITORS: Superintendent of Schools Kathleen Bodie, Chief Financial Officer Diane Johnson, Town Manager Brian Sullivan, School Committee Chair Joe Curro, School Committee Members Kirsi Allison-Ampe, Leba Heigham, School Committee Member of the Thompson School Building Committee Jeff Theilman, Advocate Reporter Maria Chutehran, Ted Peluso, Barbara Goodman, Len Kardon, Tony Lionetta, Leslie Mayer, Thompson School Project Manager Kevin Nigro, Gordon Jamieson (by telephone)

HEARINGS ON 11/15 SPECIAL TOWN MEETING ARTICLES:

ART 2 AMENDMENTS TO FY11 BUDGETS: Curro noted that the process audit (Ref 1), sponsored by the School Committee which was provided to the FinCom at the meeting, has not been discussed by the School Committee. The budget subcommittee is reviewing & will report at next School Committee meeting. He expects recommendations for the School Committee's own procedures. Bodie noted that the material provided to the FinCom (Ref 2) refers to the budget of 6/10/10 approved by the School Committee in March, and the revised budget of 10/19/10 approved by the School Committee on that date. She said that the department will avoid overruns in the future with conservative budget projections and more careful tracking of revenues and expenses. Johnson used the handouts (Ref 2) to explain how the overrun was handled. She stated that revenues have exceeded the predictions by \$2.3M. This has allowed the department to refund the \$1,525,021 FY10 overrun (verified by the Comptroller) and to restore some of the reductions across the budget. Members, confused by various inconsistencies in the handouts, asked many questions. Johnson stated that line item comparisons of FY10 actuals to FY11 budgets was not possible because of lack of resources and differing budget structure. The Comptroller has spent several weeks on attempting this comparison but the result leaves quite a few blanks (Ref 3). Johnson stated that the revised budget does not have reserves to cover large SPED increases. Members also urged the School Committee & Administration to prepare and practice a clear & simple presentation for Town Meeting explaining what caused the problem & how it will be addressed, directing Town Meeting members to the website for details. Members also urged the department to resolve inconsistencies, even small ones, between Town Meeting votes, Comptroller results, and department figures. To the extent possible, members urged the department to resolve differences between the Powers & Sullivan audit (Ref 4) & the MASBO audit (Ref 1).

ART 6 APPROPRIATIONS/TRANSFER FUNDS FY2011 APPROPRIATIONS:

Jamieson stated that this 100 registered article was submitted because he could not

find out before the warrant closed if any other article would permit transfers from reserves to the school budget. He is still concerned that the school budget lacks reserves. He pointed out the unfavorable effect a repeat of the FY10 difficulty would have on the Town's attempt to increase revenues. Whether he will offer a substitute motion under this article depends, he said, on what the ART 2 motion is.

ART 3 CONTINGENT TRANSFER OF REAL ESTATE/THOMPSON SCHOOL AND NORTH UNION ST PLAYGROUND: Thielman, using a printed PowerPoint handout (Ref 5), explained the process that the Thompson School Building Committee has been following to obtain \$47.2% reimbursement from the MSBA (Massachusetts School Building Authority). The MSBA requires 3 alternative approaches. One of these approaches is to raze the existing building and build a new one in the adjacent playground. The playground would be rebuilt on the original school site at a non-refundable cost of \$2m. Town Meeting, Parks & Rec, ConCom, MA Legislature, and National Park Service must approve. Members questioned the fiscal wisdom of endorsing this building alternative given the uncertainties involved. Thielman stated that this vote of Town Meeting would be a demonstration of good faith in negotiation with the MSBA. Tosti requested a recommended vote by Wed AM.

COMMITTEE: Next mtg on 11/ 3 in Town Hall Hearing Room.

REFERENCES:

Ref 1 MASBO Audit

Ref 2 Materials provided by the School Department

a. Memo from Diane Johnson (fincomcover.pdf)

b. School BudgetSpreadsheets (fincom.10.29.10.xls)

Ref 3 Comptroller Comparison School 2010 Actuals to FY2011 Budget
(FY10toFY11budget.xls)

Ref 4 Powers & Sullivan Audit (Powers& SullivanDRAFTReport_11-1-2010.pdf)

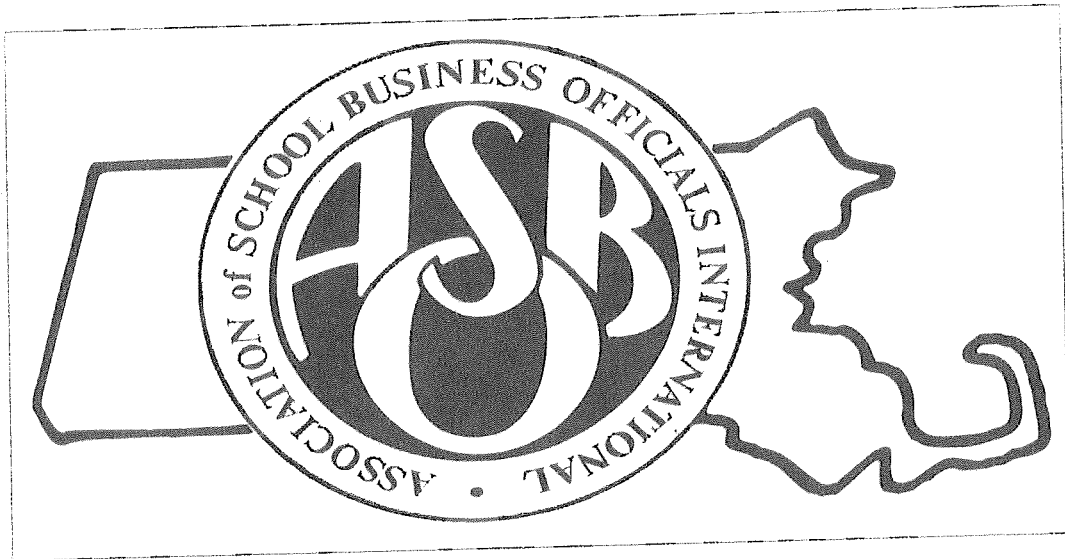
Ref 5 Thompson School Committee Presentation (ThompsonBldgRpt .pdf)

RESERVE FUND BALANCE: \$600,000

Peter B Howard 11/2/10 Revised 11/3/10

cc FinCom Members, Library File, Town Web Site

ARLINGTON PUBLIC SCHOOLS



Financial Operations Review

OCTOBER 2010

Massachusetts Association of School Business Officials

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Massachusetts Association of
School Business Officials, Inc.
Affiliated with the
ASSOCIATION OF SCHOOL BUSINESS OFFICIALS INTERNATIONAL

Arlington Public Schools
869 Massachusetts Ave.
Arlington, MA 02476

Dear Dr. Bodie:

On behalf of the MASBO Review Team and the MASBO Board of Directors, I would like to thank you for affording us the opportunity to conduct a Financial Operations Review for the Arlington Public School District. The Review Team recognizes that the two-day site visit was an imposition on you and your staff, and we are certainly appreciative of the hospitality, cordiality and cooperation that you afforded us during this time period.

We used the "Scope of Work" (included as Appendix A) that was provided to us in accomplishing the primary objectives of the review, which were:

- To review current business office practices for the purpose of determining there alignment with the statutory requirements of the Commonwealth that pertain to finance procedures;
- To assess the effectiveness of the district's processes associated with budget planning and development, financial reporting, payroll and accounts payable, and cash management;
- To review the current procedure pertaining to the management of student activity accounts;
- To review the written agreement between the school system and the municipality regarding expenditures incurred by the municipality for educational purposes;
- To acknowledge strengths, identify weaknesses, and recommend improvements to the critical financial systems of the school district.

In accomplishing these aforementioned objectives, we also were able to address the eleven questions listed the Scope of Work.

This entire process involved the completion of a Self Assessment, and a copy of this document is enclosed as Appendix B. The Review Team then, during its two day site visit, conducted interviews with individuals responsible for the following: facilities management, transportation, accounts payable, food services, payroll, special education services, high school principal regarding budgeting and the student activity account, the athletic director regarding the athletic revolving account and management of gate receipts, assistant town manager regarding student activity account management and

education-related municipal expenditures, Title I services, budget planning and development processes; financial reporting and management processes; and procurement processes. In addition, the overall organizational structure of the Business Office and the district cost centers that interact with this office was reviewed.

The result of this review is compiled in the enclosed report. I sincerely hope that you find the information contained herein beneficial for your purposes. Please contact me if you require any additional clarification regarding any aspect of this report.

Very truly yours,

John A. Crafton,
MASBO Executive Director

SECTION 1: REPORT OVERVIEW

INTRODUCTORY COMMENTARY

This report is prepared based upon findings and observations from a two-day site visit to the district. The first part of the report delineates “*Existing Conditions*” that the MASBO Team discovered during their visit. This section includes topics ranging from “*General Overview*” on page 6 through “*Accomplishments, Strengths, and Recognitions*” on page 25. Issues that will require remediation by School District Administration have been underlined throughout this entire section. Most of these issues have been explained, in much greater detail, within the “*Recommendations*” portion of the report. This section covers pages 35 through 50.

The “*Budget Document Review*” section (from page 30 to page 34) contains an extensive recommendation specifically related to the actual structure of the school district budget.

The “*Additional Commentary Pertaining to the Fiscal 2010 Budget Deficit*” represents MASBO’s responses to the questions posed in the Arlington Public Schools Scope of Work. These responses are found on pages 52 through 57.

Finally, several addendums and appendices add support to our conclusions and recommendations.

SECTION 2: EXISTING CONDITIONS

GENERAL OVERVIEW

Arlington Massachusetts is a town comprised of 5.5 square miles located six miles northwest of Boston and serves a population of approximately 40,069 residents. The Town of Arlington's executive branch consists of an elected five-member Board of Selectmen. The Board of Selectmen hires a Town Manager who is responsible for the day-to-day management of the Town. There are 252 Town Meeting Members, elected from 21 precincts. The FY 10 school department budget was funded at \$45,179,902 of which \$7,043,540 (15.6%) was Chapter 70 funding. The FY 11 school department budget was funded at \$44,222,832 of which \$7,158,590 (16.2%) was Chapter 70 funding.

The Arlington School Committee is comprised of seven elected members who meet bimonthly. The School Committee has six standing subcommittees: Budget Subcommittee; Policies and Procedures Subcommittee; District Accountability/Curriculum; Community Relations Subcommittee; Executive Committee Subcommittee and the Legal Services Review Subcommittee and thirty Committee Liaison Assignments. The Superintendent of Schools was appointed in August of 2008 as Interim Superintendent; in March, 2010 as Superintendent. The Chief Financial Officer was appointed in September 2009. The Superintendent of Schools has been with the school district for numerous years serving as the Assistant Superintendent and Director of Mathematics K-12 prior to her appointment as Superintendent. The Chief Financial Officer is new to the district.

The school district has a multi-year Strategic Plan, which has numerous components that include technology and capital building renovation/ replacements. The umbrella district goals provide a multi-year blueprint for the district for student achievement, communication and infrastructure. The implementation period of Action Plans (objectives) for each goal vary over several years.

Each school has developed or is in the last stage of developing School Improvement Plans. The Superintendent has received plans from the Ottoson, Hardy and Bishops schools, which are under review. The other schools will submit their plans to the Superintendent in the near future. The School Committee Chair is working on a schedule with the Superintendent to have plans presented to the School Committee sometime in December 2010. The School District Improvement Plan was not voted on by the School

Committee in 2010. The School Committee will vote on 2010-2011 District Goals in October. There is an approved strategic plan for the Arlington Public Schools.

The Arlington Public Schools closed the 2010 Fiscal Year with a budgetary deficit of \$1,525,021. A primary reason for the deficit is an overestimation of revenue that was anticipated to emanate from the following areas: Special Education Circuit Breaker program; Special Education projected savings in out-of-district expenditures; grant revenue; attrition and school system fee collections. The estimation of revenue corresponded to revenue received in FY09. No corresponding spending reductions were implemented because a system for tracking/monitoring revenue receipts was not in place. This is normally a financial reporting function.

Arlington is experiencing a shortfall in revenue for FY10 and has approached the town in an effort for seeking relief.

Central Office Administration currently has the following staff configuration:

- Superintendent of Schools
- Assistant Superintendent of Schools for Curriculum
- Chief Financial Officer
- Director of Special Education
- Budget Analyst
- Grants Writer/Coordinator
- Fees Clerk
- Accounts Payable (There is only one full-time AP clerk at present)
- Purchasing Clerk
- Director of Payroll
- Payroll Clerks (2.5 FTE school-side as well as 1.0 on the town-side paid by the school department)
- Secretaries to the aforementioned administrators

During interviews with the Superintendent of Schools, Assistant Superintendent, Chief Financial Officer, the Director of Special Education and other administrators and members of the staff the following existing conditions were noted:

EXISTING CONDITIONS IN SPECIFIC COST CENTERS/PROGRAMS

- **Special Education.**

The Special Education population is 17% of the total district's enrollment. Thirty percent of the school district budget is Special Education. There are approximately 861 Individual Education Plans utilized in support of the Special Education population. Out-of-District Special Education placements have been reduced from 106 in FY 10 to 86 in FY 11. The average residential placement for Out-of-District students is \$113,651.00 per student based on eleven students. The average day placement tuition in FY 11 is \$52,544 based on seventy five students.

Out-of-District SPED transportation costs have been reduced due to the use of collaborative transportation. The district does take advantage of some cost share opportunities with different districts and state agencies. There has been an effort to bring special education students back into the district by creating in - district programs. The district received approximately \$400,000.00 less in circuit breaker reimbursements than the previous fiscal year.

- **The school district is the largest employer in the Town.**

The Arlington School District employs approximately 935 people, including substitutes, making it the largest town department and largest employer in the town.

- **The school district is comprised of nine buildings.**

The school district has nine buildings, which comprise 7 elementary schools, a middle school and a high school. There exists a capital improvement plan for maintenance of buildings that ties into a town's capital improvement plan. The Town and school district are moving forward with a feasibility study for the Stratton School renovation project and will have estimates after October 6, 2010. Currently Arlington does not have a commitment from the MSBA, but the Town will present their building proposal at the MSBA's January 2011 meeting for consideration.

- **Net School Spending Written Agreement.**

In discussion with the Superintendent and the Assistant Town Manager it is evident that there is no signed Net School Spending agreement between the school system and the town, which is required by state regulation. There was limited evidence to support the Net School Spending charges from the Town. Currently the Town and the schools have an understanding which allows for a 45% charge back to the schools by the town within the district's foundation budget. Active and retired employee health claims are used in determining NSS health costs.

There appears to be a general understanding by both the Town and School System that a Net School Spending Written Agreement needs to be in place. The current arrangements in which town employees that are paid by the school department should be addressed as part of the Net School Spending Written Agreement.

- **Review of Job Descriptions.**

In discussion with central office employees it was evident that current job descriptions do not reflect the actual duties employees are performing. In many cases outdated job descriptions exist or there were no job descriptions at all. It is apparent that by reviewing the existing job descriptions or creating new ones employees will be reporting to and being evaluated by the appropriate supervisor based upon the actual duties performed. New job descriptions should reflect any reorganization of the Business Office.

In discussion with Central Office Administration, the following budget process was explained as currently being established procedure in the Arlington Public Schools.

- **Review of Current Budget Process**

The Arlington School Department Budget process begins in September and ends in May. There is evidence of a budget development calendar, which highlights budget events, dates and when budget materials are due for review by the central office and school committee. The budget calendar does not represent a school "site base" budget process. The budget calendar indicates a "top down"

budget process. The following outlines the processes discussed with administration concerning the development of the Arlington School Department budget for FY 11:

- September 16, 2009: Budget Subcommittee meeting to define Working Deficit using two scenarios: "pessimistic and optimistic"
- September 22, 2009: Vote on proposed budget timeline
- October 13, 2009: Superintendent present School Committee with the following: Brief overview of FY 2011 budget development; Historical Review of major reductions over past few years
- October 27, 2009: Presentation of 5 year projection
- November 2, 2009: Superintendent and Administrative Team Retreat; attended by School Committee
- November 2009: Public Visioning Session
- November 24, 2009: Superintendent provides ASC with FY 11 budget overview and scenarios for FY 2011, including potential areas for revenue and cost reduction
- December 2009-January 2010: School Committee votes bottom line FY 11 operating budget
- February 2010: Administration presents draft of FY 11 budget
- February 2010: Committee provides feedback and guidance revisions and alternatives
- March 2010: Public hearing on proposed FY 11 budget, per MGL 71:38N (at regular SC meeting)
- March 2010: Superintendent and School Committee review the Administration's revised FY 11 budget proposal(s)
- March 2010: School Committee finalizes and adopts FY 11 budget
- March 2010: Budget presented to the town Finance Committee
- April 2010: Report to Town Meeting presented to School Committee for review and approval
- April 2010: State of Schools address and information session for Town meeting Members and the public

- May: 2010: Budget presented at Town Meeting
- Principals do not receive a budget packet from Central Office at the beginning of the budget process.
- Central Administration and Principals met as a Leadership Team to discuss needs and priorities.
- The budget is developed based on the projected available funding.
- School Improvement Councils are not consistently included in budget conversations in the district.
- The budget document is based on cost centers, which include departments and schools.
- The School Committee votes a bottom line budget amount.
- School Committee does not approve the budget by cost centers or function codes.
- The Chart of Accounts is being redesigned to align with MUNIS org and object codes and will meet DESE function codes for easier End-Of-Year Reporting. (EOYR)
- Principals do not start the budget process at the building level with staff involvement.
- The proposed budget document does not include and adequate budget history, which should include three years of actual expenditures, one year of current expenditures and one year of proposed expenditures
- The MASBO team did not receive a budget containing School Committee approved goals and objectives. These documents, however, were included in the budget book sent to Town Meeting members.
- School Committee is very involved with identifying areas that will be funded, areas where cuts will be made and new programs which will be introduced as part of the curriculum.
- There is no definitive line of transition between the Principal's budget, Superintendent's budget and the School Committee's budget.
- The proposed budget is available for review by the public at the public library, Superintendents Office, Schools and the Town Hall.

- The budget document includes: Criteria for Reductions, Historical Perspective, Budget Summary and Special Education
- A Glossary of Terms is a part of the budget package.
- **Financial Reports to the School Committee.**

The School Committee has only recently begun receiving monthly financial reports which are reviewed by the Finance Subcommittee. The school district is currently changing the Chart of Accounts, which will align the Arlington Public Schools budget with the DESE Chart of Accounts. The necessity for staff to adjust to the changes in the chart has caused some confusion.

The Budget Analyst is responsible for entering all Federal and State funds into the computer as well as set up the budget for the next fiscal year. The Budget Analyst is also responsible for the End-Of-Year report (with the exception of Schedule 19), posts checks, provides ARRA reporting, and provides budget analysis through reviews of the budget and expenditures. This is a pivotal position in the business office, however, no one is capable of providing backup in the event of illness.

Salaries are grouped by function and payroll projections are broken out by 21 or 26 payments. Throughout the day the Budget Analyst experiences numerous interruptions in the areas of work she is responsible for. The Chief Financial Officer has introduced a more timely reporting system to the School Committee.

The Town utilizes MUNIS software as the town's financial software, which incorporates the schools. Training on this software package has, however, been insufficient. The MUNIS software is capable of providing Principals with "live" up-to-date budget information. If the appropriate MUNIS module is available the principal, by going into the MUNIS program at the building level, would have access to monitor his/her budget. This would result in greater accountability for expenditures at this level. The purchase of an additional MUNIS module for this purpose may be necessary if it is not available.

- **Budget Policy**

In discussing budget policy with the administration, it was noted that the School Committee has a standing Finance Subcommittee and that there are

written fiscal policies found in the School Committee Policy Book. However, these policies, for the most part, are generic and were derived from the MASC developed Policy Manual. The policies need to be reviewed and customized to accommodate to the needs of the Arlington Public Schools.

The Committee's approach to controlling line item transfers is not governed by written policy. The School Committee does not provide omnibus transfer authority to the administration for the purpose of balancing accounts prior to the end of the fiscal year. The School Committee, by following its fiscal policies found in the "Arlington School Committee Policy Book", will provide the legal foundation for any challenges regarding the way the Committee conducts its financial business.

- **Health benefits are handled by the Town for school department employees.**

The Town of Arlington handles all health insurance and pension programs. The Town of Arlington is self-insured. Payments made by the Town on behalf of the school department are charged back to the schools through Net School Spending.

There was no evidence of a method for reconciliation between the Town and the Schools as to the number of employees enrolled in the health insurance programs and how school department retirees were monitored as part of the health benefits program. No documentation was available to the school department which could verify current, retired or deceased school department employees enrolled in health insurance programs.

The current split for health insurance costs are 75% town and 25% new employees or 85% town and 15% employees who have been grandfathered by their years of service. CORI checks are initiated when new employees sign up for benefits at town hall.

- **Budget Process and Management**

Budgets are not managed at the building level. Principals are not accountable for managing specific line items within their budget. Principals do not receive a monthly budget update from the Central Office. MUNIS is not available to Building Principals to monitor their budgets or expenditures. Utility

needs are not forecast on a monthly basis. Salary requirements are not forecast once salaries have been entered into MUNIS. There is no tracking capability to identify dollar requirements for employees leaving or joining the system.

- **Budget Management with Town Officials**

Currently the Chief Financial Officer does not meet with the Town Comptroller to reconcile the school department budget on a monthly basis. Such meetings are important in order for the Comptroller to fulfill her oversight responsibility pertaining to school district spending.

The Comptroller reviews bills and the Budget Analyst is responsible for putting the bills into the computer. The Comptroller is responsible for posting school department bills.

During discussions with the Central Office personnel, the following additional conditions were noted:

- **Revolving Accounts**

- Currently revolving accounts are under the oversight of the Chief Financial Officer.
- External audits are conducted by an outside auditor on an annual basis;
- There is no provision for internal audits by the school department
- The Building Use/Cafeteria Revolving Accounts can be used for the payment of utilities, repairs or services performed on the facilities.

- **Student Activity Accounts**

There was no evidence that the School Committee has voted to establish Student Activity Account checking accounts, and also, to determine the maximum balance for each of these accounts as required by statute. Student Activity Account expenses are paid through the use of the Student Activity "Checking" Account and these expenditures are then replenished through the use of the Student Activity "Agency" Account. The High School Student Activity Account maximum account balance appears to be too low for the type of expenses incurred at the building level. The high school does not use the warrant system when paying larger bills.

The high school does have a Student Activity Accounts manager who is responsible for depositing money, obtaining deposit receipts and forwarding copies of the deposit receipts to the Town and Chief Financial Officer. Student Activity Accounts are audited externally once a year.

- **Cash Collection**

There are no written policies with regard to the collection and deposit of gate receipt money. Individuals handling this money are not bonded. The Arlington Athletic Department does have a Ticket Manager who has been in this position for numerous years. The games in which gate receipts are collected include: home football games, Thanksgiving Day football game (tickets are sold), game day soccer, ice hockey, and basketball games. Prices are set at Student/Senior; \$5.00, Adults \$7.00. The following reflects current procedures for ticket sales and gate receipt collections:

- Prior to a sporting event where tickets will be sold, cash boxes with a draw containing \$150.00 to be used for change purposes, is given to the ticket seller by the Ticket Manager.
- Actual tickets are not used when a ticket is sold (with the exception of the Thanksgiving Day football game) but in their place is a stamp system is used where a stamp is placed on the individual's hand for entry into the sporting event.
- There is no system (i.e. starting and ending number of tickets) for tracking the number of tickets sold. There does not appear a method in place to reconcile tickets sold with monies collected.
- At half-time, money collected is taken to the Athletic Director's Office where it is counted by the Ticket Manager and the Athletic Director. Both individuals sign a receipt attesting to the amount of money being placed in the safe.
- Money is placed in a safe in the Athletic Director's Office until it can be made ready for deposit
- No night drop is available
- Money is deposited with Town Hall and a receipt is obtained.

- The deposit slip is copied and sent to the Principal.
- There is no evidence of a “chain of custody” as money is transferred from one entity to another.
- The only document that verifies or tracks a money transaction is the bank deposit slip.
- Athletic Revolving Account is audited annually.
- Athletic fees are collected by the Athletic Director’s Secretary and the Business Office.
- Information about the student/family, number of players or the amount of money received in fees is not shared or reconciled between the Athletic Director’s Office and the Business Office. In FY10, athletic fees were set at \$270 per student with a maximum of \$370 per family. Athletic fees for FY11 range from \$408 to \$720 depending on sport, and there is no annual family cap.
- Transportation fees, All-day Kindergarten and music fees are collected as part of the Accounts Payable function.
- The Business Office does not accept cash. Check or credit card is the only form of payment accepted.
- Gate receipts collected by the Athletic Department are deposited in the Athletic Revolving Account.
- The Athletic Department uses purchase orders for all purchases
- The Principal and Athletic Director do not receive copies of receipts or budget printouts (a suggestion was made that Google Doc might be an effective way to address this concern)
- The Athletic Director requested to be trained on MUNIS.

Payroll Procedures

The following reflects the current payroll procedures of the Arlington Public Schools:

Payment of staff by one department for services provided to another department is contrary to generally accepted accounting principles.

The Arlington Payroll Department staff configuration is as follows: **1.5 School payroll/personnel clerks** work on the school payroll; **1 School payroll/personnel clerk** works on the Custodial, Maintenance, Food Service and Transportation departments payroll; and 1 Payroll/Personnel clerk works primarily on the Town payroll

- School district employees are paid bi-weekly
- The teacher contract allows for teachers to select either 21 or 26 bi-weekly payments
- Payroll staff generate and sets up payroll through the use of MUNIS software
- Payroll receives all letters of new hires (with grade and step) from the Superintendent, changes of FTE, degree changes, stipends, resignation or LOA or MLOA
- Payroll verifies grade and step, budget number and enters all Personnel and Payroll information into system
- Time sheets are generated from the payroll office and electronically sent to schools to be filled out by secretaries with absence, reason for absence and who the sub was for the day
- Payroll receives all green sheets (exception pay authorizations) from the Superintendent's Office or appropriate source. These green sheets are generated by the employee, and signed by the supervisor and Superintendent.
- Payroll clerks audit all green sheets to be sure they are in compliance with contracts, verify budget number, the appropriate cost as well as determine if the funds are pension or non pension.
- Payroll proves all new direct deposits
- Payroll clerks enter all transactions on an exception basis. (estimated payroll is 1.2mil/biweekly and approximately \$45,000.00 to \$60,000.00 in exceptions)
- Each payroll is proofed by location and has to balance to the penny.
- Payroll clerks proof all deductions
- Payroll is responsible for preparing payroll warrants; obtaining Superintendent and School Committee signatures and sending this material (with the Payroll generated Journal Distribution) to Head Bookkeeper and Comptroller's Office and it is then sent to the Town Manager.

- Reports that are generated are sent to the appropriate offices to balance with Credit Union, Retirement, MTRB, Union Dues and Annuities. Accumulator reports are run to balance with Warrant book of all payrolls throughout the month/quarter/year.
- All back-up reports are kept with the payroll ledger
- Payroll generates the Check and Direct Deposit files in MUNIS and does a wire transfer to Citizens Bank as well as a wire file to ING.
- Printed checks are electronically signed, sealed, sorted and made ready for distribution.
- Checks and Direct Deposit Advises are distributed to each school by the Food Service/ Mail department the Friday morning of payroll.

Additional Duties performed by Payroll:

- Wage assignments / Tax Liens
- Enroll teachers in Section 125 (Flex Plan)
- Calculate health, life, dental and disability insurance
- Set up and track annuities
- Enroll staff in MTRB
- Produces Longevity and Clothing allowances, proofs and creates separate payroll for these.
- Enters and monitors Grade and Step of all employees and does calculations in July, January and September.
- Stop payments on check and issue manual checks along with notification of the bank
- Payroll orientation of new teachers
- Maintain all Salary cards with work history as well as financial history
- Does all buy back research and forms for Seasonal and substitute work
- Enters and tracks: Cori, Acceptable Use Policy, Teacher Certifications, Massachusetts Health Reform and Ethic Survey.
- Employment Verifications for mortgages as well as all withdrawal on employees Deferred Comp (ING) plan if warranted.

- Creates all accruals for Town and School Employees and generates credits and monitors and makes any corrections/adjustments necessary.
- Entire Retirement Process (MTRB) and paperwork for all teachers as well as benefits, Sick Leave Buy out
- Type all Retirement end checks for Town Retirement Department
- A.P. checks for town – match invoice to check, stuff and ready for mail.
- 941 report
- 945 report
- Generate, Proof, Print and distribute W-2's for all Town/School Employees.
- Quarterly Tax Reports for Town
- Book and track all school building's available halls, classrooms, get approval, etc. Notify custodial staff of booking. Track all custodians workings these details and charge OT to appropriate client/school account. Bill and collect from client.
- Grey Bill other town departments when Maintenance personnel are used by town.

Hiring Process

The Arlington Public Schools does not have a Human Resources Department or a Director of Human Resources. The lack of a Human Resources position has created inconsistencies with the hiring practice and no true point-of-contact for hiring needs.

It is important to note that the Chief Financial Officer has introduced a Position Control System which requires all positions to be numbered, a name or vacancy attached to the position and a dollar amount which is funded in the budget for the position. All positions (even those that have been newly created) are listed in this database system. This procedure will alleviate the problem of new hires being employed without checking whether funding was available to support the appointment.

Google Docs are used by the administration to identify a vacancy or new position request. The district is currently transitioning from the past practice to Google Docs. It was noted that payroll in the past did not receive a staff listing of positions and vacancies.

Current hiring practices are as follows:

- An interview team is convened to interview candidates

- A recommendation is sent to the Assistant Superintendent who checks the candidates credentials
- A position control number is assigned to the recommendation
- Paperwork is forwarded to the Superintendent's secretary who develops a contract and creates the appointment letter for Superintendent's signature.
- In a new employee's appointment letter, they are directed to the on-line website in order to complete the necessary Payroll/Personnel paperwork (i.e. taxes, retirement, health, Section 125, pay plans)
- Superintendent interviews (if required) and signs off on appointment

Purchasing/Accounts Payable

The following reflects the current purchasing procedures of the Arlington Public Schools:

The Chief Financial Officer has created a 16 page Purchasing Procedures memo, which outlines the steps to creating a purchase order. ***This document should be converted into a manual with copies made available to all staff involved in creating purchase orders.*** It was noted that Accounts Payable and Purchasing were not networked or computerized. Items have been purchased in the past without a purchase order; all expenditures must be run through the financial system.

In discussing this issue with the Chief Financial Officer and Accounts Payable employees, the following purchasing procedures were identified:

- A school or department determines the products or service required, and then determines whether they have the funding to move forward with the purchase.
- Filing out the purchase order must be done correctly following the instruction found within the purchasing memo. Purchase orders are hand written and no electronic process is involved until they reach the Business Office. This necessitates re-typing the information into the Munis system, and consequently, increases the possibility of error. Purchase orders must be signed by the correct signatory. The correct signatory will be someone who has budget responsibility within the school department budget: i.e. Principals, Department Heads, Facilities Managers, Chief Technology Officer, Director of Special Education.

- Purchase orders are sent to the Business Office with one copy to be retained by the originator of the purchase order.
- The Business Office will submit the purchase order to the Chief Financial Officer for review and signature.
- The signature of the CFO is required on all purchase orders.
- The Business Office will place the order with the vendor; schools and department heads are not allowed to place orders with vendors directly
- After the order is placed, the Business Office will send a copy of the purchase order back to its originator.
- Upon receipt of the goods or service the requestor must verify all items are received or the service has been performed.
- The receiving copy of the purchase order must be signed, dated and returned to the Business Office. Partial orders received must be noted and the verification of what was received sent to the Business Office for partial payment.
- Warrants are created bi weekly and require the Superintendent or Chief Financial Officer's signature as well as four School Committee signatures
- The Purchasing Procedures memo does include a procedure for the reimbursement of pre approved goods and services
- The Purchasing Procedures memo includes procedures for new vendors and for office and classroom supplies
- The Purchasing Procedures memo also includes procedures for filling out purchase order forms, reimbursement forms, a section with Frequently Asked Questions, Town and school contacts for purchasing, a flow chart and examples of what the forms should look like when filled out
- The Chief Financial Officer and the Director of Special Education both sign all SPED purchase orders
- Capital bidding is done through the Town Purchasing Agent

Transportation

The Arlington Public Schools has a fleet of 10 vehicles and six drivers who are licensed as both school bus drivers and mechanics. The use of collaborative

transportation for out-of-district students was reported to save approximately \$200,000.00. Currently \$145,000.00 has been billed to other districts for transportation services (group homes), but the district has had difficulty in collecting the payments. Schools can use school department vehicles for field trips at no cost to the user.

Food Service Program

Although the Food Service Director was interviewed during this process it was very apparent in discussing the program with other administrators and staff that it is successful, provides a high quality service and has enjoyed being in the black for many years.

On average the food service program makes around \$20,000 to \$30,000 that can be carried into the next fiscal year. While this is not an exorbitant amount of carry-over money, it speaks well for the efficiency and type of product being furnished to students on a daily basis.

Grants

The Assistant Superintendent handles all professional development grants and writes professional development grants in concert with the Superintendent and Chief Financial Officer. One of the two Assistant Directors of Special Education oversees and manages the Title I grant and the Budget Analyst is responsible for grant oversight of for the district.

Additional Observations

- The Arlington Public Schools does not offer School Choice.
- The Arlington Public Schools does have a five year Capital Improvement Plan that is incorporated with the town plan. The district is currently working on a Facilities Policy
- The Business Office does not have a Business Office Procedures manual (the Purchasing Procedures Memo could be incorporated into this manual).
- An annual audit is conducted on the Student Activity Accounts.
- The Town receives approximately \$200,000.00 in Medicaid reimbursements.
- All Medicaid reimbursement money is kept by the Town.

- The schools are responsible for collecting data necessary for Medicaid reimbursement.
- There is no evidence that all employees who handle money are bonded.
- The current purchase order system is not electronic or networked at the building level.
- The Chief Financial Officer is licensed as a School Business Administrator.
- There was no evidence of cross training in the Business area, particularly for the Budget Analyst position.
- The CFO is MCPPO certified.
- The budget document provides a limited budget history of actual expenditures. (less than three years)
- The school district does have a strategic plan.
- Budget does not show all aspects of spending.
- The budget document provides limited information in areas of ongoing programs and new initiatives as to their cost effectiveness as part of the budget development process.
- *It is important to note that there have been numerous changes in the administration positions at the central office level. Since 2005, the following positions have experienced turnover: Superintendent (twice); Special Education Director (twice and one interim); Assistant Superintendent (three times); Chief Financial Officer (three times); Administrative Assistant to the Superintendent; Assistant Special Education Director (twice); and five coordinators. Special Education Coordinators (5 turnovers). The school system has also changed the chart of accounts twice.*
- The budget document provides little information on revenues and expenditures in the athletic and food service revolving funds, grants and fee generated revenues and expenditures.
- There was no evidence in the budget documents that student performance was part of the budget development decision making process, other than specific line items for math and reading intervention at the middle school.

- Under the current conditions, there does not appear to be a real method available for town and school budget reconciliation.
- There is evidence of a preventative maintenance program in effect for buildings and equipment as demonstrated through the Capital Improvement Plan.
- There was no evidence school district assets were being tracked in accordance with GASB 34.
- The transition to the new chart of accounts is a slow process in that accounts have to be set up in the General Ledger by the Budget Analyst.
- The time normally needed for the Accounts Clerk to enter purchase orders into MUNIS has increased due to General Ledger Accounts not yet set up in MUNIS under the new chart of accounts.
- The Organizational Chart is currently being reviewed with a focus in the Business area, which has recently reorganized.
- There is no evidence of back up for any Business Office positions with exception of Payroll Personnel who have been trained to back-up each others position.
- Blanket Purchase Orders are utilized by the Arlington Public Schools and are closely supervised
- The School Committee appears to be involved in many of the school department areas operations
- District projects currently being worked on: Analysis of the Free and Reduced Lunch Program; Possible purchase of an electronic Point of Sale system for the school lunch program and the collection of rental fees for the Pierce Field.
- Special Education does not appear to have written internal controls manual.
- Financial overrides have been used in MUNIS to process purchase orders when funds have been inadequate to cover the expense.
- Monthly salary projections use excel spreadsheets and include each employee

Accomplishments, Strengths, and Recognitions

HIGH ACADEMIC ACHIEVEMENT:

1. **Stratton Elementary School awarded Blue Ribbon designation by the US Department of Education**--The Blue Ribbons Schools Program, which began in 1982, "honors public and private elementary, middle and high schools whose students achieve at very high levels or have made significant progress and helped close gaps in achievement, especially among disadvantaged and minority students. The program is part of a larger Department of Education effort to identify and disseminate knowledge about best school leadership and teaching practices." (U.S. Dept. of Education)

In Massachusetts, eight schools received the award. Among the eight schools, the four other public elementary schools were located in Andover, Winchester, Lexington, and Wellesley.

2. **Arlington High School recognized as one of top 50 public high schools in Massachusetts**--In the September edition of Boston Magazine, Arlington High School was recognized as one of the top 50 public high schools in the state. It is noteworthy that 35 of the 50 high schools had a larger per pupil cost than Arlington. The average cost for the 34 schools that ranked ahead of Arlington High School was \$14,223. Weston, which was ranked number one on the list, has a per pupil cost of \$18,023. Arlington's per pupil cost is \$11,813.
3. **Arlington High School received Silver Medal from US New and World Report's Awards for Best Public High Schools** in 2010 in recognition of high student achievement and college readiness.
4. The **Rennie Center For Educational Research and Policy**, a premier national educational research institute, recognized Arlington High School in 2008 as a "school making significant progress serving students with disabilities". In 2009, the Rennie Center selected AHS as one of four high schools in Massachusetts to participate in their study of best practices for incorporating 21st century skills into core subject matter classes.
5. **High Elementary MCAS Scores**--The Boston Globe (September 15) identified the schools that were the highest performers on MCAS in Reading, English, Mathematics, and Science for grades 3-8 and 10. In September 2010, because of these results, the Governor and the MA Department of Elementary and Secondary Education identified Arlington High School and three elementary schools, Brackett, Peirce and Stratton, as Commendation Schools for High Growth in Student Achievement.
6. **High Scoring Annual Measurable Achievement Objectives (AMAOs) for ELL** "The Massachusetts Department of Elementary and Secondary Education (DESE) is required by Title III of the NCLB to establish AMOAs for the English language

acquisition and academic achievement of Limited English Proficient (LE60%P) students. AMAOs are established for students in grades K-12 in three categories: (1) progress toward acquiring English language proficiency; (2) attainment of English language proficiency; and (3) Adequate Yearly Progress of the LEP subgroup in both English language arts and mathematics.” (DESE report)

- 7 Music Program Recognized for Excellence – Middle School Orchestra invited to Perform at Music Educators Conference--**The middle school orchestra under the direction Jeng-Huey Win performed at the Massachusetts Music Educators Conference at the Boston Seaport Hotel on Friday, March 19. The invitation to perform at the conference, which is a coveted honor, is only extended to school musical groups considered to be excellent by the Association. The **orchestra performed an original piece composed by Pasquale Tassone, Director of Performing Arts K-12.**

8. Commendable Advanced Placement Scores

- 26 students were AP scholars. This designation is granted to students who receive scores of 3 or higher (highest score is 5) on 3 or more AP exams.
- 12 students were AP Scholars with Honors. This designation is granted to students who received an average of score of at least 3.25 on all AP exams taken and scores of 3 or higher on 4 or more of these exams.
- 26 students were AP Scholars with Distinction. This designation is granted to students who received an average grade of at least 3.5 on all AP exams and grades of 3 or higher on 5 or more of these exams.
- 1 student was a National AP scholar. This designation is granted to students in the US who receive an average grade of at least 4 on all AP exams and grades of 4 or higher on 8 or more of these exams.

BUILDING PROJECTS

1. Arlington has made the financial commitment to rebuild or renovate all of its seven elementary schools. To date, five of the seven elementary schools have been rebuilt. Presently, the district is engaged in a feasibility study for Thompson Elementary School with the MSBA. Since the remaining elementary school (Stratton) may not undergo extensive renovation for 5-8 years, a multi-year capital plan to replace the roof, windows, and infrastructure systems was developed and implemented this year.

COMMUNITY SUPPORT

1. In the face of a \$3.9 million FY11 budget reduction, the community raised nearly \$600,000 in private funds to offset the deficit (Bridge The Gap Fund) in just two months (May and June).
2. In 2005, Arlington passed a \$6 million operating override to provide funding stability for five years.
3. Booster Clubs support athletic teams and the music and art programs.

4. The Arlington Education Foundation raises money annually to support initiatives in the school district.

This year's AEF grant, which totaled \$52,200, includes funding for the third and final year of supporting *Enriching Elementary Education* as well as for the District to start planning for its key goal of improving math differentiation and support while integrating the sciences and technology into the elementary and middle school curriculum. Several teachers and administrators attended the Gateway Institute at the Museum of Science and met for several days afterwards to work on a plan to link the elementary, middle and high school technology and engineering efforts. AEF funds also allowed the purchase of key math curriculum materials for all the elementary schools.

In addition, in spring 2010, AEF approved an additional \$14,000 in smaller "Innovation Grants" to support teachers and schools in projects that ranged from supporting the introduction of online learning at the High School to mindfulness and yoga at an elementary school. Smaller grants such as these are approved in the spring and the fall each year.

5. Anonymous Arlington donors have provided funds to create a \$75,000 scholarship fund for the instrumental program and \$15,000 to start offering Mandarin Chinese in the high school in fall 2010.

INFRASTRUCTURE/ PERSONNEL POSITIVES:

1. The Food Service Department is district run at a small profit each year. The service and food served is excellent.
2. The Special Education/Transportation Department initiative to use collaborative transportation for transporting out of district students.
3. There is a defined budget line item for technology for both town and schools. While small in comparison to the need, this consistent funding has allowed the schools to replace computers on a regular schedule, equalize capacity in the district, and develop a common platform.
4. New budget tracking systems have been developed, including a position control database. A new purchasing procedures manual has been created and new guidelines have been instituted.
5. The Administrative Team (Superintendent's Cabinet) is a highly collaborative, dedicated, and effective team.
6. Arlington has been the recipient of a number of competitive grants that have and will improve teaching and learning and emergency preparedness. Recent grants include:

- **REMS**, \$99,000, 18 month federal grant for emergency planning.
- **Teaching American History**, nearly \$1 million, 3-year grant, that provides professional development for teachers K-12 and classroom materials for students in grades 3-12. Arlington was the leader of a collaborative of seven districts sharing in the grant.
- **Focus on Math**, a 7-year NSF grant, which provides math professional development for teachers in grades 5-12.
- **Verizon Think Ahead Grant** that provides professional development in science and engineering for teachers K-12 and funding for a robotics and engineering club in the high school.

7. Position Control System established.
8. Teacher pay stubs track attendance and annual leave.
9. Schools and payroll are electronically connected.
10. The Chief Financial Officers Purchasing Procedure memo is well defined and easy to follow.
11. The Chief Financial Officers revision of the Chart of Accounts to reflect the DESE Chart of Accounts.
12. Efforts by the Payroll Department to incorporate school and town common functions.
13. Payroll has created a Departmental website with all personnel forms (i.e. employment, taxes, health insurance, name change etc.) at a significant time and cost savings. This site is still being enhanced with personnel policies (i.e. MLOA, FMLA).

SECTION 3: BUDGET DOCUMENT ANALYSIS

Budget Document Review

The FY 2011 Arlington Public School budget was reviewed from the perspective of national standards that were established approximately twelve years ago by the Association of School Business Officials (ASBO) International. The national standards are provided for your consideration in developing future School District Budget documents. The following is a summary of this analysis.

Comments on the Current Budget Document

Effective budget documents address three conceptual standards: clarity, completeness; comprehensiveness. The Arlington budget document begins with a three page description of particular “views” or formats in which budget information is provided. This approach allows for the analysis of budgetary figures from the following different perspectives: revenue projections; expenses by funding source; salary and non salary anticipated expenditures; program; and object category. This represents one way of addressing the “clarity” standard.

The document addresses the completeness standard by including all revenue and expenditure sources, including grants; fees; state, federal and local revenue sources. Revolving account information is not presented, however. In addition, salary rates are provided by position, and most importantly, each position contains a Position Control Number. This Position Control Number will be valuable, when information is required for financial reporting purposes.

Suggestions for Improving the Budget Document.

The Arlington Budget is lacking in the following areas:

- The document should provide summary information, including an overview of significant budgetary issues, trends, and resource choices. Summary information should be presented within the budget document either in a separate section (*e.g., executive summary*) or integrated within the transmittal letter or other overview sections, or as a separate “budget-in-brief”.
- The Introductory section should include a table of contents, general information about the district such as enrollment and staffing data, MCAS scores, a list of

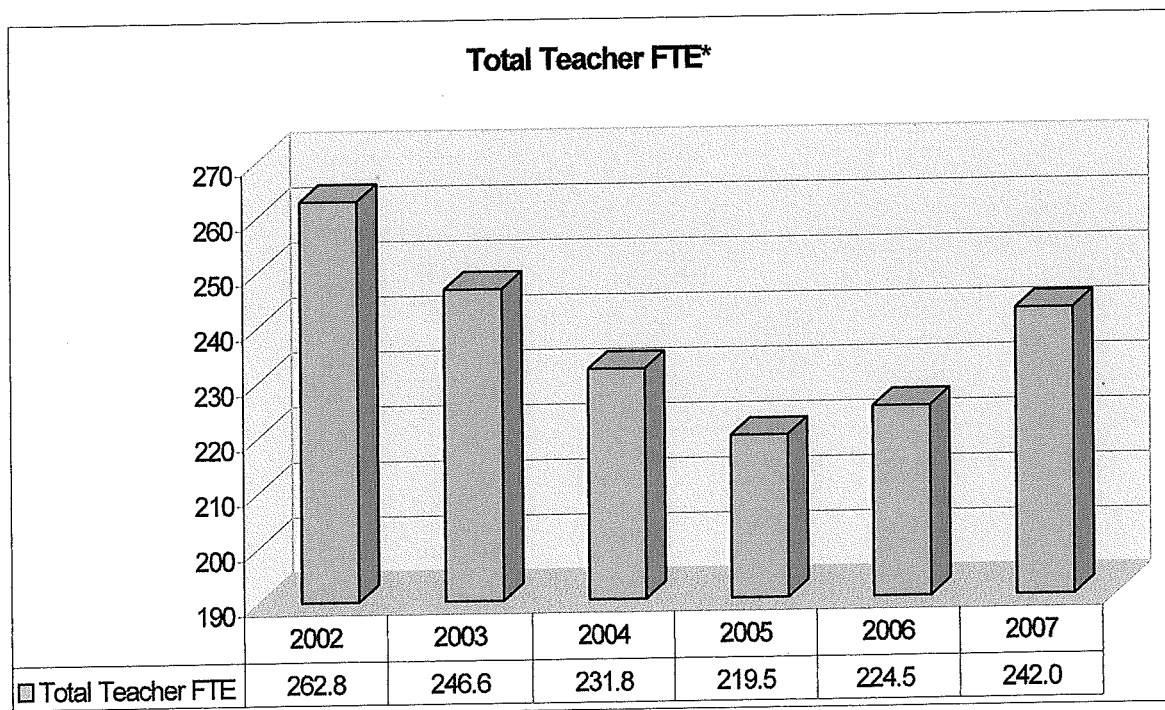
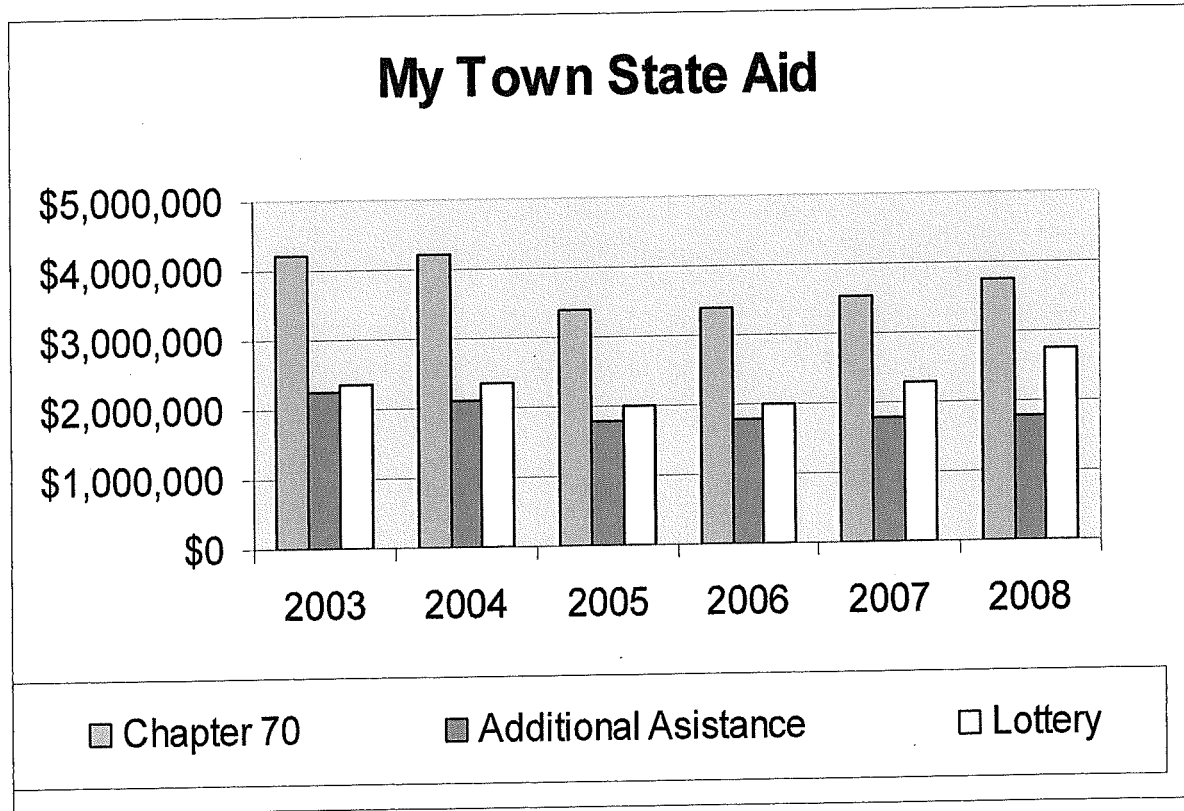
school committee members and key district administrators, the mission statement, the district strategic goals, and budget assumptions.

- A budget calendar and an overview of the budget process, informing the public of when and how the budget is put together should also be included.
- The budget should contain information in narrative form that provide a clear explanation of what the school district is trying to accomplish with its budget request, and this information should tie requests to the goals of the district's strategic plan. It should also discuss enrollment, political or other trends that will have an impact on attaining those goals.
- According to ASBO guidelines, three years of actual budget history as well as the current and proposed budget years should be shown. This information is critical to both the reader and the presenter to highlight spending and revenue trends for future planning purposes.
- The revenue, expenses and staffing for special revenue funds (grant, revolving and gift, etc.) should appear in a separate section.
- There are no graphs, tables or narrative explanations of expenditures. Information should be provided in a variety of formats (narrative, mathematical and graphical), to enable all readers to grasp and digest the information provided. Charts and graphs should be incorporated into the budget document and used to clarify information and bring areas of interest or concern to the reader's attention.

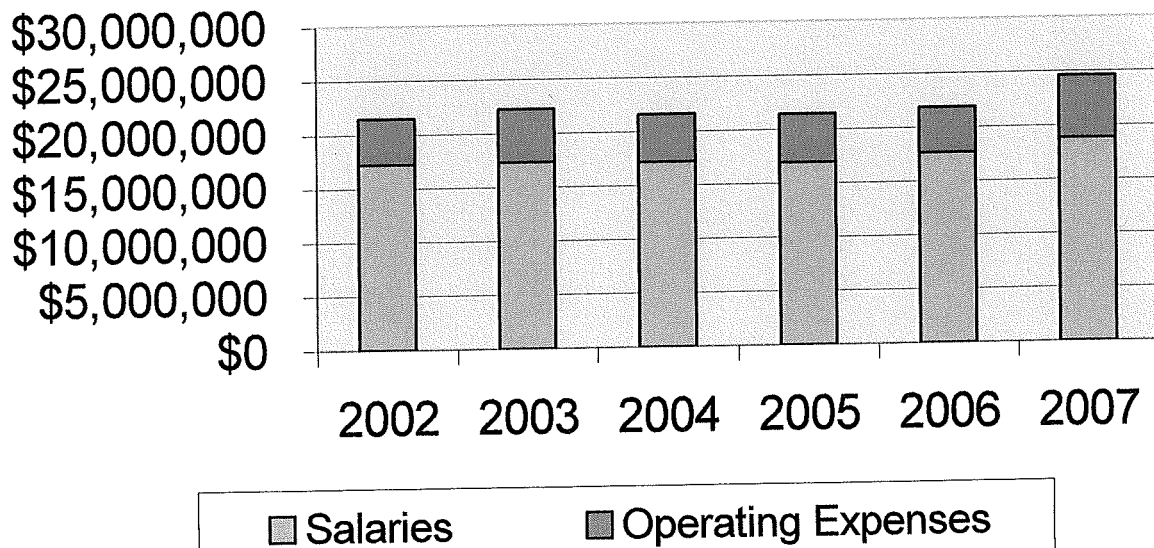
Some examples of charts and graphs are shown below as samples of what might be incorporated in future budget documents.

A "Budget Development Guide" has been included as Addendum B in this report. It is strongly recommended that this Guide be used as reference in the development of future budgets.

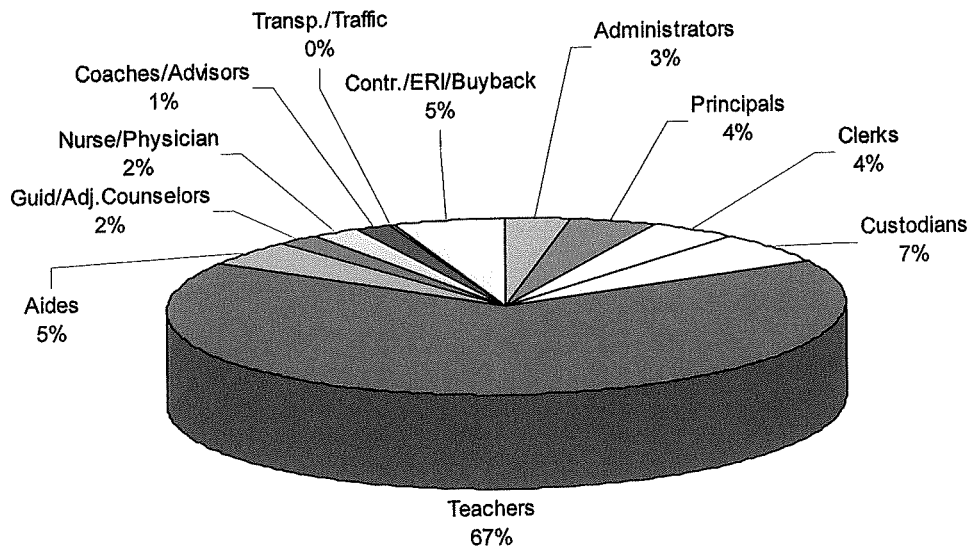
SAMPLE GRAPHS AND CHARTS



Budget Comparison



2009 Salaries



SECTION 4 : RECOMMENDATIONS

RECOMMENDATIONS: FINANCIAL PROCESSES, REPORTING AND MANAGEMENT

School Committee Policies

All school committee policies should be reviewed particularly the policy related to Budget Transfer Authority. It is important that these policies be tailored to accommodate the needs of the Arlington Public Schools. There should be a very clear policy established pertaining to the Budget Transfer Authority. This policy should establish the financial and accounting conditions, which would require the administration to request that the School Committee approve a transfer of funds in the existing budget.

Addendum C should help in the development of this policy. It is an article written by Glenn Koocher, MASC Executive Director and Atty. Steven J. Finnegan, MASC's General Counsel. The second half of this article is set in bold. It specifically addresses the matter of school committee authority pertaining to budgetary transfers, and suggests a method to simplify and facilitate this function.

See "*School Department Budget Process, Calendar and Monitoring*" recommendation and Addendum C, which explains how the budget process establishes the appropriate financial conditions for the implementation of an effective and efficient Budget Transfer process.

Written Agreement with the Municipality

The School Committee and municipality does appear to be aware that a written agreement for calculating indirect charges levied by the city to the school department needs to be created according to state regulation 603 CMR 10.04. This agreement must be reauthorized each year by the School Superintendent and the Town Manager.

Regulation 603 CMR 10.04 "Financial Accounting and Reporting, Other Municipal Departments", requires a school district to report to the Department of Education each year the financial amount of municipal services expended on behalf of the school district in accordance with the expenditure categories and cost allocation methods set forth in guidelines detailed in that regulation. This information is reported as part of the school district's End-of-Year Pupil and Financial Report.

School district personnel should annually review the document and the assessed costs from the municipality each year. It is important that proper documentation be maintained in the event of an audit. The school department also needs to review the documentation, which lists employees assessed for insurance and retirement costs.

Student Activity Accounts

The School Committee should consider re-visiting the matter of formally adopting the recommended guidelines for the operation and oversight of Student Activity Funds, which were developed by the Massachusetts Association of School Business Officials (MASBO). This is being recommended because we are unsure whether the existing procedure is in complete compliance with the current state statute. The process includes a School Committee vote that authorizes the establishment of a High School Student Activity checking account and a specified dollar amount limit for this account. We feel that the current level is too low for efficient operation of this function. The High School should maintain control of this checking account, under the jurisdiction of the Principal, including writing checks and record keeping for the individual sub accounts within the Student Activity Account.

In addition the School Department should work with the Town to establish mutually agreeable written procedures for requesting reimbursement from the Town-controlled agency fund into the schools' checking accounts. Any movement of funds, either through payments for supplies/services or replenishing checking account balances, must be processed through the utilization of the warrant procedure.

It is also important that the guidelines be followed pertaining to 'past' class accounts at the high school. These should be liquidated following the graduation of each class in accordance with student activity regulations and an established written policy approved by the School Committee.

These accounts should be monitored by the Central Office and audited on a regular basis. The larger accounts should have an outside audit conducted on a regular basis (if not annually, then every other year).

Revolving Accounts and Cash Collection

There should be a written cash collection policy and procedures for all revolving accounts including but not limited to Athletic (gate receipts), Food Service, Student Activity Accounts and User Fee accounts.

Separation of duties and change of custody requirements should be clearly stated. All individuals who are responsible for the collection of cash/monies should be bonded under the Town of Arlington's insurance policy. Larger accounts such as Athletics, Food Service and User Fees should have a regular annual external audit by a qualified auditing firm. Internal audits of all revolving accounts should occur annually and be completed by the business office.

Job Descriptions for Business Office Personnel

All job descriptions need to be reviewed and updated. They should be in accordance with ADA requirements including the level of education and expertise required to perform the role. Each position description should clearly spell out the tasks required to perform the job including knowledge of technology programs such as Excel or Word. Accurate job descriptions ensure that staff members know and are capable of performing all tasks required of them; and consequently, should contain an elucidation of physical requirements. Evaluation Standards should also be stated in the job description.

School Department Budget Process, Calendar and Monitoring

The budget process should be clearly defined, in writing, with timelines (budget calendar) and the responsibilities of all participants. The process must utilize student achievement data as a primary factor in making budget decisions.

The School Committee should vote on the Goals and Objectives of the System at the beginning of the budget cycle.

The completed document should be clear, comprehensive, and concise; and it should provide accurate historical (three year history of actual expenditures) and current information on all fund sources. The Association of School Business Officials (ASBO) Meritorious Budget guidelines are an excellent reference for this purpose and are included in this report as Addendum B. Also see the *Budget Document Review* section of this report.

Budget development is a year-long process. The budget process should begin in the early fall and include the involvement of all stakeholders within the building and externally with the appropriate individual school constituencies, in particular, School Councils.

The budget needs to be site-base in order to assure accountability at the “cost center” level. Principals should receive a budget packet from the Central Office including a timeline for its completion by each principal or appropriate administrator and submission to Central Office.

The principal’s Goals and Objectives should reflect both those of the School Committee and the Superintendent, and budgetary submissions and considerations should support the attainment of these goals and objectives.

The budget should include all areas of spending including revolving accounts, food service fund, and grant funds.

It is critically important that the district adopt a specific policy for handling how the school committee will approve and monitor the annual budget. This is particularly important with regard to the issue of budget transfers. It is, therefore, recommended that the School Committee vote either a ‘cost center’ budget or a ‘function code’ budget.

Explanatory Note: As a point of clarification, it should be understood that Mass. General Law requires that school district budgets be both site based and program based. The establishment of line items for budget monitoring purposes can be accomplished either on a cost center or a function code basis.

Addendum C contains a detailed explanation of this process in an article authored by the Department of Revenue and taken from the “City and Town” newsletter. Information from this article can be utilized in the development of the aforesaid policy.

The school administration and building principals should oversee the individual school budgets following the guidelines established by the School Committee. Spending policies should not be so restrictive as to prohibit an administrator or principal from making a budgetary decision that will positively impact the educational operation to improve student performance within their school program.

Pertaining to the monitoring of funds, school building principals should receive monthly financial reports indicating the status of their budgets. It is extremely important

that the posting of expenditures to all accounts be done in a timely manner as to adequately reflect the balances in the individual budgets. This 'real time data' will show current fiscal conditions and allow for accurate forecasting.

Two substantial areas of budget monitoring that need to be strengthened include special education costs and utility services. With regard to special education, monthly submissions by the special education director to the central office that include the current financial conditions, particularly as they relate to outside placements, should be provided. This report should also include a synopsis of pending evaluations and placements that may impact the current budget.

As for the facilities area, it is recommended that a complete review of heating and electricity expenses be provided to the Central Office by the middle of April with projections through the end of the fiscal year.

Procedures Manual

A Business Office Procedures manual should be developed for the business office operations. This manual will provide employees a guideline to follow when they are being cross-trained or required to substitute in a position.

A procedures manual will also be useful in the evaluation of job performance of personnel. *There is a sample procedures manual on the Masbo web site that can be adapted for use by the Arlington School District.*

School District Organizational Chart

The School System organizational chart should be reviewed and revised to clearly delineate staff relationships in regards to authority, supervision and evaluation.

School District Automation of Financial, Purchasing, Payroll, Personnel (Attendance and EPIMS), Maintenance and Building Rental Software

In our discussions with Arlington School District staff, it was clear that decentralizing purchasing and "cost center" budget monitoring was an area of great need. There were significant areas of overlap and duplication of effort regarding these functions. With the elimination of the duplication of effort in certain areas such as the preparation of purchase orders, the risk of error could be reduced and staff time could be reallocated to handle the data entry responsibilities of this automation.

An electronic purchase order process should be established. This involves school building staff inputting purchase requests, which are electronically sent to the central

office for review, approval and disposition will eliminate paperwork and the manual operations at both the building and central office levels.

Excessive signatory requirements for the approval of purchase orders should be avoided. The policies and procedures adopted by the School Committee or established by the Town should be reviewed to ensure that this process is not so restrictive as to impact the delivery of supplies to the schools or the services to students.

Furthermore, review of bidding and contract approval processes should ensure that school district personnel are not prohibited from making timely decisions that are required of them. The CFO is currently MCPPO certified, and efforts are planned to have the Purchasing Clerk receive the same certification. This would certainly be a step in the right direction.

School building principals having the ability to access their budgets and accounts online will enhance the entire system financial operation. This capability involves the networking of school and other cost center computers to the Munis software system.

Staff Training

In order to manage finances in this era of declining revenues, administrators should assure that their staff is appropriately trained to perform their job responsibilities. The financial software applications must be used to their most efficient capabilities. Purchasing and payment procedures must be designed to provide accurate, transparent and accountable results. Business office equipment should also be adequate for effective and efficient operations. The goal of the business department should be to keep the School Committee and Superintendent informed so they may properly inform the community about the current financial needs of the school system and the long range financial capital plans of the Committee.

The need for further training, particularly in regard to Munis, was mentioned on numerous occasions during our interviews with business office personnel. A process including a timeline should be established as soon as possible to address this issue.

Food Service Program

In our discussions with Central Office Administration it does appear that the School Lunch program has been a consistently self-sustaining enterprise. As noted with our previous recommendations pertaining to revolving accounts, this program should have clearly defined, written cash management procedures. These written procedures should include a 'chain of custody' process for cash handling. All personnel responsible for handling cash including the couriers should be bonded.

Maximizing School Department Revenue

The School Department should investigate maximizing revenue derivative from school facility rentals. It is our recommendation that this be completed as soon as possible so the rental of facility revenues can be utilized as part of the operational budget for maintaining school facilities. The utilization of facility rental revenue to offset utility, building maintenance and custodial costs can result in significant savings within the district budget. Many districts have excellent policies that provide for the maximization of this revenue.

Chapter 70 revenues intended to support the school system's education and education support functions, including facility use. These funds are not provided for use by private non-education related organizations that rental school facilities. In order to assure that the Chapter 70 spending requirement is adhered to, it is important that the school district recoup, from both public and private groups, the costs necessary for maintaining the facilities that these groups are using.

Medicaid Revenues

Many municipalities have agreements with their school departments to refund all or a portion of these funds to the school department as they are generated by the school system. It is recommended that the school district engage in discussions relative to this matter with appropriate Town officials.

Inventory Control

It is recommended that a written inventory control procedure be developed and that this inventory be maintained for all items including those related to the food service program. This could be accomplished utilizing the existing district inventory software or perhaps Munis has this type of module.

The school district should ensure its' compliance with GASB 34 and maintain an inventory of all items as required.

Electricity Procurement

The School District/Town should review any opportunities for reducing electricity costs through competitive procurement options. (It was unclear whether this was explored). This could substantially reduce these utility costs.

Review of Statutes

The following statutes should be reviewed thoroughly by all administrators that are responsible for the implementation of financial operations in the district:

- Chapter 41 Sec 58: Spending in excess of an appropriation
- Chapter 44 Sec 31: Liabilities in Excess of Appropriations Forbidden
- Chapter 44 Sec 53: Receipt and Appropriation
- Chapter 44 Section 64: Payment of bills in excess of appropriations
- Chapter 71 Sec 16A: Segregation of Duties
- Chapter 71 Sec 16B: Budgets/Apportionment
- Chapter 71 Sec 16B1/2: 5% Rule Districts
- Chapter 71 Sec 16D1/2: Nonresident Tuition
- Chapter 71 Sec 16G1/2: Stabilization Fund
- Chapter 71 Sec 17A: Culinary Arts
- Chapter 71 Sec 20A: Instructional Materials
- Chapter 71 Sec 34: Money in Excess of Appropriations
- Chapter 71 Sec 37M: Consolidation
- Chapter 71 Sec 47: Athletic Programs
- Chapter 71 Sec 71C: Community Programs
- Chapter 71 Sec 71E: Adult programs
- Chapter 71 71F Nonresident Tuition
- Chapter 71B Sec 5A Circuit Breaker

These statutes outline the basics upon which school district financial operations are built. Complete copies of each of these statutes are available by going to the Members Only section of the MASBO website.

Access to Financial Data

In order to improve accuracy by eliminating the duplication of particular financial operations, and to maximize the ability of building principals and other cost centers to monitor their budgets, it is strongly recommended that school and other cost center computers be networked to the Munis financial system.

Purchasing Process

MASBO has reviewed a number of purchasing process systems in school districts and recommends that the district consider the following goal for its purchasing process. A terminal on the desk of each principal or principal's secretary that is connected to the central office and the town comptroller's office is necessary. This will enable the following procedure to be established:

- The principal or secretary prepares a requisition electronically on the computer.
- The requisition is digitally signed by the principal and forwarded to central purchasing.
- When the requisition is received in central purchasing it is forwarded to the business official and superintendent for review and electronic approval.
- When approved, it then becomes a purchase order with a distinct number and emailed to the supplier or downloaded and mailed.
- The principal immediately has his/her budget adjusted through the software program and he/she can instantly review the status of their budget at the computer screen on their desk.

At present, the school secretary prepares a requisition, which is in fact just a form on a sheet of paper. The principal signs the form and forwards it to the central office purchasing office and does not know the current status of his/her budget. As stated above, this process will allow the principal or department head to immediately know if there are funds available in the line item of their budget.

It was learned by the MASBO team that, at present, when a requisition places an account in the negative, the purchase has still been made if, for example, required by special education or a needed repair. This correction would help to address the School Committee's concern relative to initiating measures to; "manage risk to the district's bottom line."

The MUNIS software program has the capability to process purchase orders electronically from remote locations in the district and it is currently being used in a number of school districts. MASBO recommends that the district contact MUNIS and inquire about necessary implementation and training.

Forecasting Tools for Budget Line Items, Especially Salary Accounts

District personnel described to MASBO representatives their process for monitoring salary expenditures during the budget year. Salaries are not encumbered at present; however, in the wake of the FY10 budget shortfall, the Comptroller has encumbered the estimated summer salary amount for FY11. During the budget year the salary budget is not adjusted for employees leaving or joining the system. Step raises and any buy-backs are not entered into the original budget or during the budget period. A budget report that only includes the original salary budget is not an accurate tool to analyze anticipated budget balances. Since salaries comprise approximately 80 per cent of the budget it is critical that an effective salary projection model be developed. This model can be developed on an EXCEL spreadsheet using a combination of budgeted funds, actual expenditures to date, and previous year's budget history. MASBO also has a model financial report that can be downloaded from its website for this purpose.

A forecast should begin when 3 or 4 actual teacher salary payrolls have been experienced and then the forecast should be reviewed again after each subsequent teacher payroll. There should be a least four or five categories in addition to the teacher's payroll included in the projection such as clerical, central administration, custodial and maintenance personnel, aides and other non professional salaries. Substitute salaries, stipends, longevity, and other contractual obligations should also be included in the projections. It is possible to download entries from the MUNIS financial software program into a district developed EXCEL spreadsheet and from a district developed EXCEL program into MUNIS.

The district should consider developing a forecasting tool for three other budget categories that can experience significant budget variances: special education, retirement program obligations, and energy. MASBO believes that well-developed forecasting tools are the key to managing a current operating budget.

See Addendum A of this report for further guidance in this area.

Consideration of Human Resources Position

There is no Human Resource position, in the district. The School Committee should consider establishing this position. The Superintendent, in particular, spends a

large portion of time handling personnel matters such as labor grievances and attending hearings. The preliminary reviews of applications, verification of CORI, early stage grievances and reference checking could be included in that position.

The development of a Position Control system by the Chief Finance Officer should alleviate a number of problems such as personnel being hired without a budget slot and without the knowledge of payroll. This was certainly a contributing factor, though small, to the FY10 budget deficit. However, someone has to manage that system and keep it current. The lack of a Human Resource position makes the hiring process difficult to manage.

Financial Reports

School committee policy should require that the superintendent, or her designee, submit financial reports on a monthly basis during the budget year. The Committee should review their policy to assure that the information they now require in that policy is satisfactory. We recommend that the reports include all school district fund sources, such as grants and revolving accounts, in addition to the local appropriation budget. Copies of these reports should also be made available to the Town Comptroller.

The Chief Finance Officer should meet with the Special Education Director on a regular basis to review that budget and the School Committee should be informed of any current or possible prospective additions to that budget. The Chief Finance Officer and the Special Education Director should develop an EXCEL spreadsheet both as preparation for the annual budget and ongoing activity during the budget year.

As mentioned previously, see Addendum D for more information and the MASBO website for a "model" financial report that can be adopted for use by the district.

School Budget Expenditures Reconciled with Town Finance Personnel

Transactions such as budget transfers and receipts need to be examined to verify that the school and municipality have made the same budget or journal entries. Monthly verifications will assure that the end-of-fiscal year reconciliation is a timely, uncomplicated and accurate process.

MASBO representatives also learned that general communication between municipal and school officials does not take place on a scheduled basis. Since school and municipal officials both use the MUNIS software it should be easy to reconcile any

differences and officials should meet on a frequent basis to address any issues that need to be resolved.

School and municipal officials should discuss and agree of the level of detail in line items that the municipal officials need to review each month to be satisfied that there is sufficient reconciliation. MUNIS can provide a number of valuable reports. The district and municipality should assure that its personnel who use this software are properly trained to take advantage of every program this software offers.

This is another reason why a network should be established between the school district financial office and the office of the town comptroller. If the school budget is reconciled with the town on a monthly basis, then the budget issues that occurred in FY10 can be addressed early and the requisite adjustments can be made at that point of time and not after the fiscal year ends.

School Committee Budget

Another area of this report addressed the School Committee budget document. However, a review of the time lines and the schedule of meetings indicates that it is essentially a "top down" budget process. We recommend that it should be a "decentralized" process. Budget preparation sheets should be sent to the Principals and they should meet with their teachers and other staff. They should also meet with their Parent Council. Their budget requests should reflect their School Improvement Plan.

The district has had a number of changes in the accounting structure in the past few years. Each change in structure has required significant reprogramming of the MUNIS software. The Business Administrator has developed an accounting structure that is more in line with DESE requirements and it will facilitate transferring data to the End-of-the-Year Pupil and Financial Report. This change plus the Position Control system and more intensive forecasting should lead to more effective budget control.

Use of Student Assessment Data to Develop the Budget

MASBO representatives reviewed the district's process of budget development. We learned that the basis for budget development was a percentage increase or decrease from the current year, which is not a process that is data driven or involves student assessment data to inform decision-making. It was explained that student data has been the basis for deciding which programs are extended, initiated, reduced or eliminated

within the parameters of the budget percent increase or decrease, but the final budget does not address all of the identified needs.

We recommend that notes be kept of administrative budget meetings, particularly when the discussions involve use of student assessment data in budget development, and application of school and district improvement goals in the budget process. Minutes of these meetings should be kept, as they will provide effective supportive evidence when explaining budget requests to the school committee and other stakeholders.

The budget process should contain all stakeholders including the parent councils, teachers, principals, district wide and central office personnel, and municipal officials. The school committee budget should be widely distributed within the community in a summary form that can be understood by resident.

Implement an Evaluation Based Review Process to Determine Effectiveness of Budget

The development and implementation of a program-based budget will facilitate this evaluation process. This process is implemented during budget meetings between the principals and other cost center administrators that are responsible for the implementation of particular program. A portion of these meetings is usually devoted to providing a justification of the cost of the program based upon the value of its outcomes. Comparative data from similar districts is often used to assist in this highly judgmental process.

Payroll and Budget Analyst

MASBO representatives observed that there are a number of interruptions to the Payroll Bookkeeper and Budget Analyst. This position should have a minimum of interruptions. Some of these interruptions appear to be questions that are more properly handled by a human resource person that should be considered for addition to the existing table of organization, or by the town personnel or insurance employees. MASBO learned during the interview process that overtime was not a budgeted item. Also, it was determined that special education summer school salaries were not in the budget.

Cross Training and Backup for Business Office Personnel

It is important that there is cross training to cover illnesses and vacations. In interviews with these support personnel, it was learned that employees believed they have the experience to back up other personnel in some tasks. Cross training should be done

on a periodic basis and not just when there is an absence in a particular position. The requirement for an employee to be cross-trained should be included in their job description. Also the individual who is cross trained in a position should perform the functions of that position at least every few months so that the skills learned during his/her training are retained. This is a current practice, but only in the Payroll Department.

Summary Comments

In summary, the MASBO team found a moderate number of issues that will require the attention of the School Committee and Administration. On the other hand, on several occasions we encountered evidence that Central Office was aware of particular problems and was taking action to correct them. The four Addenda contained in this report should assist in addressing many of the issues that are cited. Other assistance and information can be obtained by accessing the MASBO Website (sample operations manual, statutes mentioned above, etc.) or contacting John A. Crafton, MASBO Executive Director at 978- 452-7044 or masboexec@mec.edu.

Frequent changes in leadership always result in loss of direction and vision within an organization. *It is our opinion the central office administrative staff in the Arlington Public Schools are indeed quite capable of responding in an effective manner to the current fiscal crisis and the operational issues elucidated in this report.* With this in mind, and given the past history of turnover in critical administrative areas, *we strongly recommend that one of the school committee's primary goals be to foster a culture of trust and support that will enhance continuity and stability throughout the central office administration.* This can be accomplished by consistently operating at the policy level, which is the statutory role of a school committee, and by minimizing involvement in administrative functions.

It is recognized and understood that after a serious fiscal crisis, such as the one that the Arlington Public Schools is currently grappling with, it is difficult to refrain from imposing particular control mechanisms. However, such controls tend to add a layer of bureaucracy that inhibits efficient operation.

We believe that accountability and transparency can be achieved through implementing the recommendations in this document, especially the ones pertaining to

the budget document, budget development and financial reporting. Furthermore, we advise aggressive corrective action pertaining to the following matters, which are very critical to the efficient and effective operation of the school district:

- submission of monthly comprehensive financial reports that clearly delineate the projected end-of-year status of the school district's budget (the report should include an explanation of the variables that would have either a positive or negative impact on this projection);
- development of a formal written agreement delineating municipal educational expenditures as well as the method for determining the level of each expenditure;
- preparation of a clear, concise and comprehensive district budget that is both program and site based;
- implementation of appropriate budgetary monitoring through the projection of salary, utilities, and other expenditure accounts;
- monitoring district cash management through the establishment of formal written procedures;
- automation of budget purchasing and personnel functions.

Effective School District Financial Operations require the establishment of an environment which incorporates the adoption of the national "generally accepted accounting principles" (GAAP). Separation of duties, transparency, and the use of a "check and balance" process are particularly important.

School district operations within the frame of reference of this separation of duties concept will provide for regularly scheduled reconciliation of expenditures with the municipality. Other areas and activities that should employ the separation of duties concept are: implementation of line item transfers; the purchasing process (receipt of goods/services, authorization of invoices, etc.); limitation of authorization relative to particular features within the general ledger; and cash management (collection of fees, gate receipts, etc.).

Transparency becomes prevalent in the following operational procedures: regular consistent financial reports; the written agreement between the district and the municipality where municipal charges to the district are clearly explained and agreed upon; the installation of financial software and equipment that will permit each cost

center to view it's budget; regular special education reports that delineate service changes or student roster changes that would impact the budget; and the inclusion of revenue and expenditure information regarding all funds in the annual budget.

Finally, checks and balance processes can be established by conducting regularly scheduled internal and external audits, convening monthly "reconciliation" meetings with the municipality; and establishing "chain of custody" procedures in the cash management process.

**SECTION 5: ADDITIONAL
COMMENTARY PERTAINING TO THE
FISCAL 2010 BUDGET DEFICIT**

The methodical process employed in the development of this report resulted in providing a plethora of information that can be used in the formulation of responses to the inquiries listed by the school committee within its "Scope of Work" document. Consequently, in this section, particular aspects of the report's findings will be applied to each of these inquiries. Each specific inquiry has been re-worded as a sub-topic and they appear in bold and are underlined.

Cause of FY 2010 Budget Deficit

Serious budget deficits in school districts are almost never attributed to one sole cause and the Arlington Public Schools deficit is certainly no exception in this regard. A number of factors, all of which have been addressed in the "Recommendations" section of this report, contributed to the occurrence of this deficit.

The frequent changes in administrative staffing since 2005 is a major factor, because multiple leadership changes create a domino effect resulting in concomitant changes in operational procedures, particularly those associated with budgeting (chart of account issues) and reporting. *These changes affect the culture of the entire school district, and it is in this culture where the atmosphere of accountability and transparency reside.*

The fact that Arlington's Chief Financial Officer began her employment after the fiscal 2010 budget had already been developed and three months into the fiscal year certainly exacerbated the impact of this factor. Not knowing the pattern by which revenues are received in the district put her at a distinct disadvantage. The failure to recognize that revenues would not reach their projected levels can be attributed, at least partially, to her lack of experience relative to the historic trends which impact the gradual accumulation of funds within particular budgetary line items, revolving accounts, fee collections, etc. in the district.

An indirect factor was the lack of municipal oversight, which is necessary for the implementation of a "check and balance" mechanism regarding the school district's budget. There is more commentary in the body of this report regarding this matter. However, the "hands-off" approach of the municipality is easy to understand, since Arlington has never before encountered a budgetary crisis of this magnitude in the public school system.

Other factors that will be commented on, in greater detail, in the other areas within this section are lack of financial reports, problems implementing the new chart of accounts, lack of effective hiring procedures, and the lack of a site-based budgeting process which would impose greater accountability on "cost center" managers.

Management of the District's Bottom Line

Measures such as the development of a position control system and the submission of regular financial reports were implemented during 2010. These measures were implemented too late in the fiscal year, however, to have an impact relative to managing the risk to the district's bottom line. Of course, the reason for the lateness of implementation is directly related to the late hiring of the Chief Financial Officer. It obviously takes some time, at least several months, to identify particular weaknesses in a financial system and then implement procedures to address these weaknesses. These measures do, however, constitute significant assurance that this fiscal crisis will not re-occur.

Monthly Financial Reports

Perhaps the new Chief Financial Officer could have used the financial report document that was prepared by the previous CFO, but she stated that she did not have faith in the report. Another reason for not preparing financial reports and submitting them to the school committee earlier in the fiscal year pertain to her only recently being hired to this position.

We ascertained through discussion with the CFO that she needed some extended time after being hired to become acclimated to the financial systems that were in place in Arlington. We, consequently, feel that the Chief Financial Officer's unfamiliarity with the fiscal 2010 budget and general confusion over the implementation of the new chart of accounts were definitely factors that would delay the reporting function.

Magnitude of the Fiscal 2010 Budget

The magnitude of the approximately \$1.5 million fiscal shortfall, in our opinion, was not identified earlier because many of the items causing the shortfall developed as the year progressed. For example, the August 2010 "Adopted Revenue Detail Projections" show that a "Sped Tuition In/Group Home" account anticipated \$525,000 but, as of the date of the report, only \$13,084 was received. This type of account requires

frequent re-billing throughout the year. The “LABBB distribution & tuition credit” account, which shows a \$450,000 shortfall, and the “Lunch Program offset”, which show a \$150,000 deficit are similar. It should be noted that the present CFO was hired after the revenue projections for FY 2010 had been developed.

New Chart of Accounts and Position Control System

As mentioned within other areas of this report, we strongly support the establishment of the “position control system”. This system, if used properly, will assure that staff salaries are kept up-to-date and the hiring process is within budgetary limitations. It will also facilitate the completion of salary projections. It is important that the “position control system” take into account the summer salaries of teachers that opt for the issuance of 26 pay checks.

The new chart of accounts, with the exception of the object codes, complies with state regulation. In this regard, it should facilitate the process of accurately completing end-of-year reports. The object codes tie to the municipal object codes, which should make it easier to reconcile expenditures with the municipality if/when monthly meetings are scheduled for this purpose.

School Committee Oversight

The school committee’s oversight should include assuring that a viable budget adoption process is in place. This is explained further in the “*Recommendations*” section of the report and in Addendum C. Cost Center line items should be established as part of this process. The utilization of this approach will also result in a more meaningful and effective transfer policy. The Budget Adoption Procedures (DBG) and Budget Transfer Authority (DBJ) are two policies, which should be modified to accommodate the aforementioned new budget adoption process. The budget categories listed in policy (DBJ) should be established as cost centers and specifically included in all financial reports.

The school committee should also take measures to assure that the annual budget is both site and program as required under state statute. It is important to note that MASBO has a model budget template that can be downloaded, customized and used by the Arlington Public Schools.

The present method of using a finance sub committee appears to work well. However, many school committees employ a method of meeting twice a month, with one public business meeting and one work meeting. The work meeting is usually more informal and has only one agenda item (i.e. Budget review, MCAS Review, etc.). No votes are taken.

Financial reports should be submitted on a monthly basis according to current policy. It is important to insure that revenue projections are realistic by requesting a three year history of each revenue account be provided. Any anomaly would require extensive justification. Financial reporting is also covered more extensively in the body of this report.

The school committee should take immediate measures to assure that a written agreement between the municipality and the school district regarding municipal net school spending "charge backs" is in place. This agreement must specifically define how charge backs for each education-related service is calculated. Whenever possible, the agreement should provide for documentation that is auditable. Finally, the agreement must be signed by both the superintendent and town manager.

Role of Other Town Officials

The "appropriate" involvement of the municipality is critical in the budget oversight process. As mentioned previously, the municipality can play an important "check and balance" function throughout the fiscal year. It represents another set of eyes regarding determining whether; for example, revenues are realistic, expenditures do not exceed budgetary line items and projections are completed properly and are on target.

A recommendation has been made to convene meetings on a monthly basis in order to reconcile expenditures and discuss any fiscal matters that require clarification.

The municipality also maintains the student activity agency account, which is a control account of the school checking sub-accounts. The municipality's role is to assure that school checking account balances do not exceed those approved by school committee vote and that all money is for appropriate purposes.

School Committee Reports

It has been mentioned frequently throughout this report that the school committee should receive monthly reports throughout the fiscal year. The type of report is also

described. However, it should be mentioned that MASBO has a model financial report that can be downloaded from our website and customized to accommodate Arlington's needs.

Budget Transfer Authority

This matter has been addressed in several areas throughout this report, including the "*Recommendations*" section and the previous section entitled "*School Committee Oversight*", and in Addendum C. Please refer to those sections.

Arlington Public Schools Business Office

During our two day site visit, the MASBO review team interviewed the entire business office staff (the Director of Payroll was interviewed and represented the other payroll clerks in this process). We also had frequent opportunities to observe the manner in which work is conducted in the district's business office. For the most part, we feel that the utilization of cubicles is perhaps the best option for providing at least some degree of privacy for employees. Furthermore, we feel that the location of payroll in a private office is a positive feature.

However, we do feel that, in recognition of the very detailed nature of their work assignments and in order to minimize error, interruptions in the work flow of the Budget Analyst, Director of Payroll and payroll clerks should be kept to a minimum. For example, particular periods of time should be chosen when these individuals would be relieved from the responsibility of answering the telephone.

While it is recognized and understood that funds are extremely tight, serious consideration should be given to adding a Human Resource person to the table of organization.

SECTION 6: ADDENDA

ADDENDUM A

PAYROLL PROJECTIONS/BEST PRACTICE PROCEDURES

The following is a formula that will allow you to accurately project salary accounts, compare budget to actual expenditures and Monitor positions usage (FTE):

$$\begin{array}{r} \text{Total Amount Expended to Date} \\ + \\ \text{Total Payroll Amount for your current Payroll} \\ \text{+/- Non-Recurring Charges or Adjustments} \\ = \text{Net Payroll for "Run-out"} \\ \times \\ \text{Number of pays remaining} \end{array}$$

Adjustments that must be factored in so that remaining pays can be estimated accurately:

Step / Increments Due
Cost of Living Adjustments Due
Degree Change Adjustments
End of Year Payments (Stipends, Sick Leave Buy Backs, etc.)
+/- Adjustments for Vacancies / Leaves / Position Growth
- Expected Funding Offsets & Reimbursements

The following are recommendations for accurately monitoring payroll on a continual basis:

- Maintain Salary Book (history of salary agreements)
- Randomly audit a sampling of employee pays each period
- Explain payroll changes period-to-period
- Maintain a payroll procedures manual.
- Weekly coordination with HR on employee changes (no-pays, new hires, retirements, etc.)

ADDENDUM B

BUDGET DEVELOPMENT GUIDE

The Budget as a Policy Document (PD)

PD1. **Mandatory:** The document should include a coherent statement of entity-wide long-term financial policies.

PD2. The document should include a coherent statement of entity-wide, non-financial goals and objectives that address long-term concerns and issues.

PD4. **Mandatory:** The document shall include a budget message that articulates priorities and issues for the budget for the new year. The message should describe significant changes in priorities from the current year and explain the factors that led to those changes. The message may take one of several forms (*e.g., transmittal letter, budget summary section*).

PD5. The document should include clearly stated goals and objectives of organizational units (*e.g., departments, divisions, offices or programs*).

The Budget as a Financial Plan (FP)

FP1. The document should include and describe all funds that are subject to appropriation.

FP2. **Mandatory:** The document shall present a summary of major revenues and expenditures, as well as other financing sources and uses, to provide an overview of the total resources budgeted by the organization.

FP3. **Mandatory:** The document shall include summaries of revenues and other financing sources, and of expenditures and other financing uses for the prior year actual, the current year budget and/or estimated current year actual, and proposed budget year.

FP4. **Mandatory:** The document shall describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends.

FP5. **Mandatory:** The document shall include projected changes in fund balances, as defined by the entity in the document, for appropriated governmental funds included in the budget presentation (fund equity if no governmental funds are included in the document).

FP6. **Mandatory:** The document should include budgeted capital expenditures, whether authorized in the operating budget or in a separate capital budget.

FP7. The document should describe if and to what extent significant non-routine capital expenditures will affect the entity's current and future operating budget and the services that the entity provides.

FP8. **Mandatory:** The document shall include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current and future operations.

FP9. The document shall explain the basis of budgeting for all funds, whether cash, modified accrual, or some other statutory basis.

The Budget as an Operations Guide (OG)

OG1. **Mandatory:** The document shall describe activities, services or functions carried out by organizational units.

OG2. The document should provide objective measures of progress toward accomplishing the government's mission as well as goals and objectives for specific units and programs.

OG3. **Mandatory:** The document shall include an organization chart(s) for the entire organization.

OG4. **Mandatory:** A schedule or summary table of personnel or position counts for prior, current and budgeted years shall be provided.

The Budget as a Communications Device (CD)

CD1. The document should provide summary information, including an overview of significant budgetary issues, trends, and resource choices. Summary information should be presented within the budget document either in a separate section (*e.g., executive summary*) or integrated within the transmittal letter or other overview sections, or as a separate budget-in-brief.

CD2. The document should explain the effect, if any, of other planning processes (*e.g., strategic plans, long-range financial plans, and capital improvement plans*) upon the budget and budget process.

CD3. **Mandatory:** The document shall describe the process for preparing, reviewing and adopting the budget for the coming fiscal year. It also should describe the procedures for amending the budget after adoption.

CD4. **Mandatory:** Charts and graphs should be used, where appropriate, to highlight financial and statistical information. Narrative interpretation should be provided when the messages conveyed by the graphs are not self-evident.

CD5. The document should provide narrative, tables, schedules, or matrices to show the relationship between functional units, major funds, and non major funds in the aggregate.

CD6. **Mandatory:** The document shall include a table of contents to make it easy to locate information in the document

CD7. A glossary should be included for any terminology (including abbreviations and acronyms) that is not readily understandable to a reasonably informed lay reader.

CD8. The document should include statistical and supplemental data that describe the organization, its community, and population. It should also furnish other pertinent background information related to the services provided.

CD9. The document should be produced and formatted in such a way as to enhance its understanding by the average reader. It should be attractive, consistent, and oriented to the reader's needs.

ADDENDUM C

A Review of the School Committee's Authority to Make Internal Budget Adjustments

by Glenn S. Koocher, M.P.A. and
Stephen J. Finnegan, J.D.

An area of increasing controversy and some contention among municipal officials is the authority of the school committee over the budget for the local or regional school district. Prior to the passage of Proposition 2 1/2, school committees enjoyed fiscal autonomy, whereby the legislative bodies of the cities and towns were required to appropriate the funds requested by the school committee for school purposes. Proposition 2 1/2 repealed school fiscal autonomy and vested bottom line budget approval with the municipal budget authority.

After the passage of Proposition 2 1/2, the Commissioners of Education and Revenue issued a joint memorandum underscoring the line item and transfer authority of school committees based in part on *Leonard v. School Committee of Springfield*, 241 Mass 325 (1922). Subsequently, two laws further reinforced the line item and transfer authority of school committees. (St. 1981, c. 471 and 782.)

The Massachusetts Education Reform Act of 1993 (MERA) made some significant changes to the law governing public education. However, setting the district budget and determining district policy remains firmly with the school committee, (M.G.L. Ch. 71, Sections 34 and 37) and the fiscal authority of the board changed little under MERA. Indeed, one of the changes to school budget authority added the minimum required local contributions and net school spending mandates to Chapter 70.

The final promulgated school budget, of course, is subject to the legal requirements of net school spending but is also subject to review by the mayor or city manager and city council in cities, and the review of a town finance committee and decision of the town meeting.

Regional school district budgets must receive the approval of two-thirds of the school committee and two-thirds of the member municipalities pursuant to M.G.L. Ch. 71, Section 16B, but are otherwise subject to "all the powers and duties conferred by law upon school committees." (M.G.L. Ch. 71, Section 16.) These municipal reviews impact only the final school department budget, and "shall not allocate appropriations among accounts or place any restrictions on such appropriations." (M.G.L. Ch. 71, Section 34.)

School committees make dozens of difficult decisions during the budget process that includes at least one mandatory public hearing (M.G.L. Ch.

71, Section 38N) but in fact, usually involves more. The board must act, often with passionate special interests seated before them, to vote affirmatively or negatively on individual programs and line items recommended by the superintendent of schools. Someone usually goes home disappointed with virtually every decision.

It is no surprise that when municipal budgets are tight special interests lobby with added vigor for their priorities. It is not unusual for school advocates to take their case to the municipal officials, often hoping to reverse a controversial decision of the school committee. More frequently, town meetings, boards of selectmen, or city councils will promulgate the municipal budget, including the final level of school spending, with a strong recommendation to the school committee.

Although this may sound like a mandate to the average citizen, it is really only a strongly worded recommendation that is not binding. M.G.L. Chapter 71, Section 37 is clear that the school committee shall "... review and approve budgets for public education in the district."

Moreover, Section 34 adds that "the vote of the legislative body of a city or town shall establish the total appropriation for support of the public schools, but may not limit the authority of the school committee to determine expenditures within the total appropriation." Furthermore, Section 34 states that "the city or town appropriating body may make nonbinding monetary recommendations to increase or decrease certain line items allocating such appropriations."

For example, if a school committee approves a budget of \$10 million for a district where required net school spending is \$9.75 million, the town meeting or city council may approve the lower figure, but only the school committee is empowered legally to make the subsequent internal budget adjustments to cut the \$250,000 trimmed by the municipal legislative body. Anticipating the potential for a contentious debate and public scrutiny, and in the hope that municipalities will fund at the higher rather than minimally required levels, school districts often present more detailed budget requests with ample documentation and program explanations.

A second major area of budget contention arising since MERA adjusted the dynamics between superintendents and school committees, concerns the authority to transfer among accounts. Various school committees have adopted policies or rules that allow a superintendent to transfer up to a certain amount, usually five thousand dollars, from one line item to another without the approval of the board.

Both Massachusetts Association of School Committees (MASC) counsel and the Department of Revenue, Division of Local Services, have opined that, based upon M.G.L. Ch. 71, Sections 34 and 37, the authority to

transfer among accounts is vested solely in the school committee, and therefore may not be delegated to the superintendent or other officer.

While a school committee may not delegate the statutory authority to transfer among accounts to the superintendent, **they may grant authority to transfer within an account by following the guidance offered in 1994 by the Division of Local Services:** "The school committee could grant the superintendent more discretion by limiting the number of allocations to fewer, more general categories in its budget vote and by labeling subcategories as information only.

For example, despite education reform, the school committee could budget general teacher salaries as a cost center with information items for each school. The superintendent could then use amounts shown for one school in another school without the necessity of a formal transfer vote. Conversely, the committee could give principals more authority by voting to allocate actual budget items to each school, requiring a formal committee vote to transfer from one school to another."

School committees that want to scrutinize the annual operating budget more closely might have many "cost centers" identified in their promulgated budget; others that want to allow the superintendent more discretion could have fewer such accounts. ∞

Editor's Note: This article represents the opinions and conclusions of the authors and not those of the Department of Revenue.

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ADDENDUM D

Financial Reporting Principles and Guidelines

Financial Reporting Principles

1. The District Financial Report provides a snapshot of the financial condition of the district at a specified point in time.
2. The District Financial Report provides a comparison of budgeted to actual expenditures and a forecast of remaining expenditures for the purpose of determining any anticipated deficit or surplus.
3. The District Financial Report is the key method by which the school business manager fulfills his/her primary function of the school business manager to monitor expenditures and to advise the superintendent.
4. The District Financial Report should be produced and provided to the School Committee regularly but in no case less than once per quarter.
5. The District Financial Report is a critical means of ensuring internal control.
6. The District Financial Report allows for proactive rather than reactive management and maintains public confidence in government and the district.

Key Elements of the Financial Report

1. At a minimum, the District Financial Report shall include the following columns of data:
 - a. Original Budget
 - b. Transfers & Adjustments
 - c. Revised Budget Amount
 - d. Year-to-date expended
 - e. Encumbrances
 - f. Available Budget
 - g. Project Expenses
 - h. Projected Ending Balance

For regional school districts, a section should also be dedicated to revenues and should include the following columns of data:

- a. Budgeted Revenue
 - b. Revenue Adjustments
 - c. Year-to-date receipts
 - d. Projected ending revenue
2. The report should include not only the status of the general fund but also grant funds, revolving funds, and capital funds.
3. Any significant surpluses or deficits should include an explanatory note
4. The report should have a header that contains the name of the entity, the budget year, and the date-ending for which information is presented.

5. The pages of the report should be numbered consecutively and pages should include a date stamp.
6. The report should include a narrative to discuss, at a minimum, significant changes from prior reports, and concerns or issues for the remainder of the year.
7. All assumptions upon which projections are based should be thoroughly documented in the report.

Other Guidelines and Recommendations

1. The level of detail of the report is dictated by the accepted practices of the district as well as any approved school committee policies.
2. The report should be easy to read and the data easily interpreted by non-financial constituents.
3. It is recommended that the report be made available electronically via the district's website.
4. Expenditure forecasts should be based on reliable historical data or known or accurately predictable variables. For example, forecast of energy expenditures should be based on historical monthly consumption multiplied by established contract prices.
5. A minimum of 3-5 years of historical data is recommended as the basis of any projections.
6. All figures in the financial report should be thoroughly checked by at least one additional person and reconciled to reports generated from the district's financial system.

Appendix A
Proposed Scope of Work

APPENDIX A

Proposed Scope of Work

Consultant to assist the Arlington School Committee's investigation of the FY '10 Budget Deficit and to evaluate proposed steps to improve reporting and oversight

Massachusetts General Laws Chapter 71, Section 37 reserves to School Committees the exclusive authority to "review and approve budgets for public education in the district." In FY '10, the School Department ran a \$1.525 million budget deficit. The full extent of the deficit was not known until mid-August, ten weeks after the close of the fiscal year.

During FY '10, the school department's Chief Financial Officer informed the Committee that until the reporting processes in her office were revised, she could not fulfill School Committee Policy DI, which mandates the filing of monthly reports to the Committee that include "a presentation of income, expenditure, encumbrances and unexpended balances for the general fund budget and all special revenue fund budgets, i.e., grants." Furthermore, she reported that both the budgeting format she inherited and the new format proposed for FY '11 did not match the requirements of Policy DBJ, which requires the School Committee to approve transfers of funds between accounts, a process designed in part to check the district's spending.

On August 26, 2010, the School Committee voted unanimously to direct the Budget Subcommittee to "undertake an examination of the factors and processes that led to the shortfall in the Arlington Public Schools Fiscal Year 2010 budget." The motion further directed the subcommittee to "seek the services of an outside auditor" to assist with the investigation. The Massachusetts Association of School Committees (MASC) recommends that the Budget Subcommittee perform its investigation with the assistance of a consultant with experience as a financial officer of a school district. A member of the Arlington Finance Committee who attended the August 31, 2010 Budget Subcommittee concurred that practical recommendations from a school business officer could be useful.

Therefore, the Arlington School Committee is seeking a consultant who can investigate what happened in FY '10, evaluate proposals to improve fiscal control in FY '11, and provide any other appropriate guidance to the School Committee and school administration. The specific questions the district would like the consultant to address in a report are:

1. What caused the FY '10 budget deficit?
2. What measures were taken to manage risk to the district's bottom line, why did they fall short, and what could have been done differently?
3. Why was the business office unable to provide monthly reports on spending v. the approved budget per APS Policy DI?
4. Why was the magnitude of the FY '10 budget deficit not detected or more broadly communicated earlier?
5. Will the proposed new chart of accounts and position control system enable the district to forecast accurately whether the district is operating within the budget approved by the School Committee?

6. Please identify any lapses in oversight of the FY '10 budget on the part of the School Committee and make recommendations on specific ways the School Committee can better monitor spending in the future.

7. Based on the consultant's experience and knowledge of best practices in other communities and a review of town bylaws, what role, if any, should other town officials play in monitoring and reporting the spending of the school district?

8. What information should the School Committee receive and how often should the Committee receive it in order to ensure that the district is operating within the approved budget?

9. How should the Budget Transfer Authority (Policy DBJ) process work in our school district?

10. Is there an alternative way to organize the Business Office of the Arlington Public Schools? Please make recommendations to restructure the office so that it can properly serve the Arlington Public Schools.

11. Please provide the School Committee with any other relevant observations or recommendations.

A final report is due to the School Committee by no later than Friday, October 29, 2010. The School Committee and school district will cooperate with other reviews of the FY '10 school department deficit, including a potential investigation by the District Attorney's Office, work being done by the auditing firm of Powers and Sullivan, and any other evaluation that takes place by a local or state authority.

Appendix B
Self Assessment

MASSACHUSETTS ASSOCIATION OF SCHOOL BUSINESS OFFICIALS
SCHOOL DISTRICT FINANCIAL OPERATIONS REVIEW
SELF-ASSESSMENT SURVEY

The preliminary and essential component of the review process involves the completion of this self-assessment survey. The completed survey is to be returned to MASBO along with the requested documents on page 7 and 8. A MASBO Review Team will be assigned and the date of the review scheduled after the receipt of the survey and requested documents.

Name of District Arlington Date 9/16/10
Address 869 Mass Ave. City/Town Arlington 02476
Contact Person Diane Johnson Telephone 781-316-3511 email: djohnson@arlington.k12.ma.us
C 617-480-1038

Please estimate the district's effectiveness relative to the following items by circling the number that best reflects your knowledge and perception

A. Budget Planning and Development

1. Procedures are in place for involving all pertinent staff in the development of the annual school district budget.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

2. The district utilizes a budgetary format that is site-based (by school) and program-based (Operations and Maintenance, Special Education, Language Acquisition, etc.).

FY 11
not FY 10
Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

3. Budgetary account codes provide for expenditure identification by Massachusetts Department of Education fund, function, object, program, and location.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

4. District priorities and goals are correlated with individual school priorities and goals and are articulated within the budget.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

5. The budget provides an adequate account history (three years of actual expenditures, one year of approved budgetary expenditures, and one year of requested budgetary expenditures).

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

6. The allocation of resources to accomplish targeted initiatives and priorities at the district and school levels is clearly represented in the budget.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

7. The district analyzes the cost effectiveness of expenditures to improve student performance on an ongoing basis.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

8. The approved budget document is distributed to:

All stakeholders 5 4 3 2 1
Some Stakeholders
Not Distributed

9. The budget building process includes the coordination of budget goals and priorities with strategic planning goals, district improvement short and long-term goals, and school improvement plans.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

10. The process is in place to budget appropriate resources to serve the needs of students with diverse academic, social, economic and racial backgrounds.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

11. Ongoing programs and new initiatives are evaluated for their programmatic and cost effectiveness as part of the budget development process.

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

12. The budget document includes information on revenues and expenditures in the athletic and food service revolving funds, grants, and fee-generated revenues and expenditures

Very Effective 5 4 3 2 1
Moderately Effective
Not Effective

13. Student performance information impacts budgetary decision-making during budget development as well as when making budget transfers during the year.

Strongly Impacts Moderately Impacts Does not Impact

5 4 3 2 1

1

B... Financial Processes, Reporting and Management

1. The school district budget accurately reflects the allocations reported on Schedule 19 of the End of Year Report.

Very Effective Moderately Effective Not Effective

5 4 3 2 1

1

2. Clear procedures have been established and followed regarding the transfer of funds.

Very Effective Moderately Effective Not Effective

5 4 3 2 1

1

Transfers approved

3. The business office provides the school committee and the public with regular financial reports.

Monthly Bi-monthly Quarterly Annually Not Provided

5 4 3 2 1

5

in FY11 only

4. Budgetary expenditures are reconciled with municipal financial records on a regular basis.

Monthly Bi-monthly Quarterly Annually Not Reconciled

5 4 3 2 1

2

Some system MONIS

not enough how reconciled

5. The district's accounting technology effectively integrates district level financial information with the financial information of each school, and allows financial managers and principals to accurately track spending against their budgets on a regular basis.

Very Effective Moderately Effective Not Effective

5 4 3 2 1

2

Does not track spending

6. Estimate the degree to which your accounting technology facilitates the reconciliation of budgetary expenditures with municipal financial records.

Very Effective Moderately Effective Not Effective

5 4 3 2 1

3

7. A system is in place that effectively provides spending projections in the major account areas (professional salaries, classified salaries, Special Education tuitions, utilities, etc.) so that the end-of-year status of these accounts can be estimated.

Very Effective 5 4 3 2 1 1
Moderately Effective
Not Effective

8. Variances between Schedule 1 on the End of Year Report and the school budget are documented by school committee approved budgetary transfers.

Very Effective 5 4 3 2 1 1
Moderately Effective
Not Effective

9. Municipal expenditures for education reported on the End of Year Report adhere to the provisions of the Massachusetts Department of Education Guidelines for Student and Financial Reporting, Section VI, Reporting by Municipal Agencies

Consistent Adherence 5 4 3 2 1 1
No Adherence

10. Municipal expenditures for education reported on the End of Year Report are documented

Consistently documented 5 4 3 2 1 5
Not documented

11. A written agreement between school and municipal officials describes how to allocate, report and document municipal expenditures on behalf of the school department.

Signed agreement exists and follows DOE guidelines 5 4 3 2 1 1
Agreement does not exist and DOE guidelines are not followed

12. School Committee policies and/or administrative procedures for handling student activity funds, consistent with the law and DOE guidelines, are operational

Appropriate written procedures are being followed 5 4 3 2 1 3
Procedures followed are not consistent with the law & DOE

13. All student activity accounts and related accounts are periodically audited

Professional audit performed 5 4 3 2 1 5
Internal audit performed No audit performed

First-time
in FY09

14. Grants processing and management functions are articulated, clear and consistently followed

5 4 3 2 1 4
Are unclear and inconsistently applied

15. Revolving account financial statements are prepared and reviewed.
Annually *Bi-annually* *More than 2 years*
Between reports
 5 4 3 2 1

16. Student performance information is used to assist in the formulation of financial decisions.
Very Effective *Moderately Effective* *Not Effective*
 5 4 3 2 1

17. The school business official licensure status
Professional License *Not Licensed*
Or provisional license
5 4 3 2 1

18. Spending is monitored utilizing control procedures and a reliable forecast instrument
Very Effective *Moderately Effective* *Not Effective*
 5 4 3 2 1

C. Purchasing Processes and Procedures (Complete the attached flow chart)

1. The process used for purchasing meets the needs of the schools and school district
Very effectively *Somewhat Effectively* *Not effectively*
 5 4 3 2 1

2. The school business official is very familiar with the Massachusetts Public Procurement Law
The business official is MCPPO-certified *Somewhat familiar* *Is not familiar*
5 4 3 2 1

3. The district adheres to the provisions of the Public Procurement Law
Consistently adheres *Somewhat adheres* *Does not adhere*
 5 4 3 2 1

4. Purchase orders required for goods and services
Always required *Sometimes not required* *Not required*
5 4 3 2 1

5. Normal turn around time from requisition to purchase order
1 to 2 days *3 to 5 days* *More than 5 days*
 5 4 3 2 1

6. Purchases are efficiently received, recorded and processed in a timely manner.
Very efficiently *Somewhat efficiently* *Not efficiently*
 5 4 3 2 1
7. Invoices, once checked against the purchase orders, are paid
Within 20 days *21 to 45 days* *more than 45 days*
 5 4 3 2 1
8. Instructional assets, such as computer equipment, texts, furniture and materials are tracked and inventoried.
Very Effectively *Moderately Effectively* *Not Effectively*
 5 4 3 2 1
9. A preventive maintenance program is in effect for buildings and equipment
Very Effective *Moderately Effective* *Not effective*
 5 4 3 2 1
10. School district assets are tracked in accordance with GASB No. 34
Very Effective *Moderately Effective* *Not effective*
 5 4 3 2 1
11. A facilities and capital improvement plan is in place and regularly updated
Very Effective *Moderately Effective* *Not effective*
 5 4 3 2 1

6-10-10

Purchasing Flow Chart

1. Requisition initiated by teacher
2. Approval of requisition by principal
3. Describe how the approved requisition becomes a purchase order:
approved by CFO, entered into Munis by Business Office
Order placed by B.O. → Goldenrod copy returned to Principal
with final pricing → Item received by teacher OK'd by
Principal → Goldenrod returned to A/P → bill paid
4. Who approves school department purchase orders? budget controlling administrator
+ CFO or Super
5. Are school department purchase orders, once approved at the school department level, sent to a municipal official for her/his approval? No If so, please indicate the title of the municipal official involved in the approval process. _____ Is this next level of approval required for a valid purchase order? _____
6. Who is responsible for sending the approved purchase order to the vendor?
Purchasing Clerk

7. How much time elapses between the initiation of the requisition and the sending out of the approved purchase order? ideally < 3 days from receipt in B.O.

8. Describe the process by which the accounts payable staff are notified that ordered items have been received and that the vendor's invoice can be paid?

see above

9. What is the average amount of time it takes to complete the process described in #8 above and when a check is actually sent out? 30 days or less in beginning of year, slower as year progresses.

D. Payroll Processes

1. Payroll processing is consolidated into one payroll office or person regardless of funding source.

Consolidated	one to two offices Or people	More than 2 offices or people
<u>5</u>	<u>3</u>	<u>1</u>

2. Hourly employee adjustments, stipends and reimbursements are handled

Very efficiently	Somewhat efficiently	Inefficiently
<u>5</u>	<u>3</u>	<u>1</u>

3. Employee's payroll-related pre-retirement questions and issues are handled

Very efficiently	Somewhat efficiently	Inefficiently
<u>5</u>	<u>4</u>	<u>1</u>

4. Employee's sick leave, personal leave, vacation leave and attendance data are handled

Very efficiently	Somewhat efficiently	Inefficiently
<u>5</u>	<u>4</u>	<u>1</u>

COPY OF DOCUMENTS TO BE SUBMITTED WITH COMPLETED SURVEY

1. Most recent End-of Year Pupil and Financial Report
2. The compliance audit letter for the most recent EOY Pupil and Financial Report
3. Most recent published budget document, including the proposed and adopted budget, narrative and superintendent's transmittal letter.
4. Minutes of School Committee budget sessions for the most recently adopted budget
5. Facilities/Capital improvement plan (short and long range)

6. School Committee policies related to expenditures and transfers
7. A description of the expenditure and encumbrance process
8. Inventory of school facilities
9. Central office organizational chart
10. Three sample copies of periodic financial report submitted to the school committee

Appendix C
Review Team Qualifications



Massachusetts Association of
School Business Officials, Inc.

Affiliated with the
ASSOCIATION OF SCHOOL BUSINESS OFFICIALS INTERNATIONAL

John A. Crafton
MASBO Inc.
84 Brick Kiln Road
Chelmsford, MA 01824

Email: masboexec@mec.edu
Phone: (978) 452-7044
Cell: (978) 273-3888

Areas of Expertise:

Current Massachusetts ASBO Executive Director

I have functioned in this capacity since January 5, 2004. During this period of time, I have implemented for following new programs and procedures for the organization: School District Financial Operations Review, Salary/Benefits Analysis, Administrative Apprenticeship/Internship Program for the attainment of Professional Licensure, Code of Conduct, Chapter 70 State Funding Review Committee, Standing Committee for Regional Districts.

In addition, during my tenure the organization's governance activities have been enhanced through a self assessment survey that is completed by the entire membership and the executive director's evaluation.

MASBO's retained earnings have also increased by approximately 30%.

Assistant Superintendent for Finance and Operations from 1981 to 2004

Teacher, Guidance Counselor, Coordinator of Occupational/Career Education from 1969 to 1981

Participated on several curriculum development committees and also taught several courses at the college level.

Demographic Information:

MASBO has recently joined twenty-one other states along the eastern portion of the country. These states include New York, New Jersey, Pennsylvania, Maryland, New Hampshire, Vermont, Maine, Massachusetts, and the states that comprise Southeast ASBO.

Leadership and Volunteer Experience:

Received the following awards: ASBO Eagle Award, ASBO Pinnacle Award, ASBO Meritorious Budget Award, Methuen's

Man-of-the-Year Award. Served for approximately ten years as Vice Chair and Chair of ASBO's Legislative Committee. Serve on my local parish church's Finance and School Committees.

Specific Areas of Expertise:

I have a Master's Degree in Psychology, which entails a basic knowledge of standardized testing. Massachusetts requires that School Business Administrators be licensed, and as mentioned, I was involved in the development of a program designed to provide training leading to the attainment of the requisite license. I also serve on the Education Commissioner's Panel Review Commission. This Commission reviews the qualifications and experience of individuals seeking to attain licensure based upon their present level of experience and educational background.

Joel H. Lovering

20 Windsor Road
East Walpole, Massachusetts 02032
(H) 508 668-1445 (C) 508 294-4509

Summary of Qualifications:

Superintendent of Schools for a public school district of 6300 pupils. Extensive experience in facilities, fiscal and property management, food service and transportation. President and Finance Chairman of the Southeastern Massachusetts Arts Collaborative (SMARTS), President of the Schools to Career Partnership, Inc (SCP), Voting Member: Bi County Collaborative (BICO) Board of Directors, Past President of the Massachusetts Association of School Business Officials (MASBO), sitting member of the Association of School Business Officials, International (ASBO) Facilities Professional Sub Committee. Knowledgeable in the areas of Educational Reform, School Finance, bidding procedures, DOE reporting, school construction and curriculum. Certified by the State of Massachusetts Inspector General Office in procurement, building design and construction procedures, supplies and services (MCPPO); Registered School Business Official with the Association of School Business Officials International (RSBA). Retired Lieutenant Colonel USAR Aviation

Education:

Bridgewater State College

Bridgewater, Massachusetts

Master of Education in School Administration 1974

Norwich University

Northfield, Vermont

BA Education, Minor: Science 1968

Johnson and Wales College

Providence, Rhode Island

Associate Degree: Business Administration 1979 Associate Degree: Business Management 1979

Associate Degree: Computer Science 1979

Certification:

Massachusetts Department of Education: Superintendent of Schools, Principal K-12, School Business Official

Rhode Island Department of Education: Superintendent, Principal K-12

July 1, 2003 to June 30, 2006

Superintendent of Schools

Responsible for 6300 students, 780 employees, 12 school buildings and a \$50m budget. Chief Executive Officer of the school department, working directly with city and elected officials. Created school district personnel office, and realigned business office for better efficiency. Responsible for making a \$1.1m mid year budget adjustment due to city reducing the school appropriation six months into the fiscal year and ending the fiscal year with a positive balance. Work directly with food service and facilities management companies working within the district. Chief negotiator for all administrative, custodial and maintenance contracts. Chief Procurement Officer for the school district. School district spokesman on school district related affairs. Work directly with the school committee and subcommittees on policy, curriculum, finance and procurement issues. Responsible for cooperative working relations with all school unions and city departments. Responsible for setting educational goals for the school district and ensuring their implementation. Directly involved with curriculum and special education matters.

February 1989 to July 1, 2003

Assistant Superintendent of Schools for Business

(Director of Funds and Facilities 1989-1992; Business Administrator 1992-1998: (title changes)

Overall responsibility for all business affairs of the school district. Duties include the development, implementation and oversight of the school district budget; monitoring proper control measures for payroll and business accounts; supervising long range financial planning while introducing creative approaches to saving tax dollars. Ensuring that expenditures are

properly charged within the budget and kept within appropriation limits; liaison to city government for financial issues. Work directly with the School Committee Finance subcommittee on budget, procurement and facility matters; responsible for the management of transportation, facility maintenance and food service contracts. Chief negotiator for clerical, custodial, maintenance and bus driver contracts; advisory member of the Municipal Building Commission on school building projects.

Accomplishments:

Worked with City Municipal Building Commission and School personnel to plan, construct/renovate and build six school building projects.

Collaboratively worked with seven communities to develop an energy consortium that has saved the Attleboro School District over \$125,000 in utility cost annually.

Worked with City Officials to successfully change school district budget from pencil ledger to computerized budget format.

Co-authored the MASBO Strategic Plan as President of the Massachusetts Association of School Business officials.

Successfully bid and contracted with facilities maintenance, foodservice company and transportation companies over a period of 18 years.

Teaching Experience:

Attleboro Public Schools

Attleboro, Massachusetts

September, 1972-February 1989

Brennan Middle School: Grades 6-8

Classroom teacher in the areas of Science, Government, Social Studies and Reading

Achievements: Successful teaching experience; Vice Chairman of Brennan Middle School Improvement Council; Horace Mann Grant recipient; Co-Chairman NELMS Evaluation Committee; Harvard University Educational Technology recipient; New England Secondary Schools and Colleges Science Sub-committee Chairman visiting accreditation team; South Eastern Massachusetts host classroom for the Governor Dukakis Drug Alliance Program.

September, 1968-June, 1969

Thacher Middle School: Grades 5-8

Classroom teacher in the areas of Science and Reading

Military Experience:

Lieutenant Colonel USAR (ret)

United States Army: June, 1968-February 1972

Armor Officer, Fort Knox, Kentucky; UH-1 Helicopter pilot, Fort Wolters, Texas; Fort Rucker, Alabama, Company Commander/Aircraft Commander, Republic of Viet Nam

Massachusetts Army National Guard: March, 1972-December, 1991

Company Commander, G3 Division Airspace Management Officer, UH-1/OH 6 Helicopter Pilot,

Division Rear Project Officer

United States Army Reserve: June, 1991-August 1996

Instructor: Combined Arms Services Staff School

Past/Present Professional Memberships and Awards:

Massachusetts Association of School Superintendents

Association of School Business Officials, International: Member; Management Techniques Committee 2002-2004, Facilities Management Committee 2004-present

Massachusetts Association of School Business Officials: Board of Directors 1997-2000; Vice President 2000-2001; President Elect 2001-2002; President 2002-2003; Past President 2003-2004

Recipient: Massachusetts Association of School Business Officials President's Award; May 2006

Rotary Club of Attleboro

American Association of School Administrators

JOHN D. SHEEHAN
65 Neck Street
North Weymouth, MA 02191
Phone 781-337-9221
John.sheehan12@verizon.net

PROFESSIONAL EXPERIENCE:

John Sheehan has over 30 years experience as a School Business Administrator and educational consultant for public school systems. His school business management experience as Assistant Superintendent of Schools included responsibility for all the business functions of the district. He also has extensive experience with the entire process of building and renovating schools from initial studies through contract completion. His present engagements include consultant agreements with public sector and private firm clients.

Present Clients:

Massachusetts Office of Quality and Accountability

Consultant examiner for this state agency whose mission is to review and evaluate the effectiveness of public school districts in promoting student achievement in the Commonwealth of Massachusetts. Through the monitoring of a school district's educational performance, particularly low performing systems, findings and reports are prepared for policy makers.

Habeeb & Associates Architects, Inc., Norwell, Massachusetts

Responsible for the contractual procedures and compliance regulations for the construction or renovation of school buildings, liaison with requisite agencies, and coordination of study, design and construction projects. Other responsibilities include analysis of school districts projected enrollments and development of educational specifications.

Massachusetts School Building Authority

Member of audit advisory council for this new authority recently established by the Massachusetts Legislature. The Council is presently developing audit and contract assistance procedures for communities that have constructed or are planning to construct or renovate new school buildings.

Previous Experience:

Milton Public Schools, Assistant Superintendent of Schools for Business

John Sheehan was the Chief Financial Officer of a public school system with an annual operating budget exceeding \$25 Million. Responsibilities included management of all business functions. Additional responsibilities included development of the capital needs, long range planning programs and enrollment projections for the district. During his tenure the district embarked on a \$130 Million building program which addressed the needs of all schools.

Weymouth Public Schools, Business Assistant

General Dynamics Corporation, Senior Contract Administrator

EDUCATION:

Bridgewater State College - Masters Degree in Education; Major: School Administration

Boston University - Masters Degree in Urban Affairs

Northeastern University - Bachelor of Science, Major: Industrial Management

Wentworth Institute - Associate in Engineering, Major: Architectural Engineering

PROFESSIONAL SOCIETIES AND AFFILIATIONS:

Massachusetts Association of School Superintendents; Massachusetts Association of School Business Administrators; American Association of School Business Administrators.

PROFESSIONAL REGISTRATION:

Massachusetts School Business Administrator, Certification Number 239413 .

CIVIC ACTIVITIES:

Member Town of Weymouth, MA Finance Committee, six years.



Arlington Public Schools
Business Office
869 Massachusetts Avenue
Arlington, Massachusetts 02476
Telephone 781-316-3511

Diane Fisk Johnson, Chief Financial Officer
djohanson@arlington.k12.ma.us

October 29, 2010

Finance Committee, Town of Arlington

Dear Friends:

Attached is a summary of the FY11 School Department Budget as approved by the School Committee on October 26, 2010. The voted budget in its entirety can be found at:
<http://www.arlington.k12.ma.us/administration/budget/fy11/fy11budgetbookfinal10-21-10.pdf>

The Budget Summaries presented here take three different looks at the entire activity of the School Department, while dividing the activity according to the source of the funds supporting it. The first view looks at the School Department by cost center, which shows each school and department separately. The second view summarizes the budget by program. This allows us to look at different initiatives across the district, like the reading program or various elements of Special Education. The final view shows the budget by object code, or type of expense. The object code view allows us to look at expenses like teacher salary or maintenance in an aggregated way, and forms the basis for our monthly financial reports.

Also included is a synopsis titled: "Arlington Public Schools - FY10 Budget & Actuals, FY11 Budgets." In this document revenue sources are detailed for FY10 and FY11.

The FY10 Budget had been built to rely on funding sources which had been relatively stable in prior years, but did not meet expectations in FY10. At the same time, Special Education tuition and other costs rose sharply in FY10. Had either Special Education held to budget projections OR revenue materialized as budgeted, the School Department budget probably could have sustained itself with the cost reduction measures taken during the year. However, the double impact of increased, mandated expenses coupled with revenue loss was more than could be born without running into deficit.

Recognizing the full scope of this problem was made more difficult by financial tracking systems which had evolved during times of revenue stability and cash reserves. While these systems had served well for many years, they were not adequate tools for monitoring a budget with so much uncertainty and so little reserve funding.

In order to prevent a recurrence of the deficit FY10, a number of measures have been put into place.

- Monthly financial reports will now show both expense and revenue actuals and projections.



Arlington Public Schools
Business Office
869 Massachusetts Avenue
Arlington, Massachusetts 02476
Telephone 781-316-3511

Diane Fisk Johnson, Chief Financial Officer
djohanson@arlington.k12.ma.us

- Expenditures to be funded from grants will now be expensed to the grants throughout the year, rather than carried in the Town Appropriation until year end, as had been the prior practice.
- Staffing will be monitored and tracked through identification of both funded positions and individual salaries, rather than simply by individuals as had been the prior practice. The use of position control will help the School Department manage both high turnover and frequent reallocation of position resources without losing track of our bottom line salary liability.

While these measures will go a long way to provide early detection of any potential problems, the fundamental volatility of Special Education remains a threat to any school budget. Steps should be taken to build up a Special Education reserve account, to protect against drastic, unforeseen increases in any given year. In years when Special Education tuition expenses are below budget, these savings should be used to replenish or increase the reserve account. Based on FY10, when out of district Special Education tuition rose roughly \$800,000 above budget, I believe our target amount for a Special Education reserve should be \$1,000,000.

When the FY11 Budget process began last fall, much of the revenue loss for FY10 had become apparent. Given the reductions known at the time, the prudent choice was to budget conservatively for FY11 in the face of so much uncertainty. This conservative view of revenue created a gap between the level service school budget and the estimated funding of 4.4 million dollars. Through \$500,000 in increased fees and \$3.9 million in direct service cuts, the School Department budget of March, 2010 was on more stable financial footing, although at great cost to the students.

Since the budget vote of March, 2010, a number of funding factors changed. The Town increased its contribution to the Schools by \$142,000. The Bridge the Gap campaign contributed nearly \$600,000 to restore lost services. Additional Federal stimulus money was granted in August. Grants, Circuit Breaker and other revenues all increased in aggregate above what was originally budgeted. In total, funding has increased by \$2,302,610. It is this revenue increase that allows the School Department to return the deficit amount of \$1,525,021 to the Town while still increasing the School Budget by \$777,589 (the majority of this increase is Bridge the Gap). The details of these revenue sources can be found on the FY10 Budget & Actuals, FY11 Budgets document.

It is important to note, however, that even with this increase to the bottom line; the School Department is still providing 3.1 million dollars less in services to the students of Arlington in FY11 than it did in FY10.

FY11 Budget
Arlington Public Schools

Summary By Cost Center		Cost Center Description	Data	
FS#	Fund Source		Sum of FY11 Budget 6.10.10	Sum of FY11 Budget 10.19.10
1	Town Appropriation	1 - High School	6,401,016	6,522,040
		3 - Ottoson	4,884,143	4,832,548
		6 - Bishop	1,547,852	1,465,760
		9 - Brackett	1,498,012	1,500,912
		12 - Dallin	1,564,042	1,492,847
		15 - Hardy	1,369,207	1,247,981
		18 - Peirce	1,340,294	1,311,563
		21 - Stratton	1,478,255	1,383,371
		24 - Thompson	1,220,102	1,114,830
		25 - Early Childhood	539,940	420,981
		29 - Elementary Systemwide	949,379	989,601
		30 - English	69,477	69,477
		33 - ELL	87,458	87,458
		36 - Health & Wellness	81,705	81,705
		39 - Math	45,000	32,600
		42 - Science	45,000	44,000
		45 - Sped	6,165,485	5,597,004
		48 - Social Studies	69,478	43,424
		49 - Systemwide Accounts	2,147,785	1,936,755
		51 - World Languages	14,668	14,668
		57 - School Committee	54,688	66,201
		60 - Superintendent	833,601	833,601
		63 - Assistant Superintendent	108,912	108,912
		66 - Business Office	345,888	345,888
		69 - Payroll	261,845	261,845
		72 - Food Services	20,000	20,000
		75 - Facilities	2,142,938	2,260,749
		78 - Information Technology	182,692	182,692
		81 - Transportation	1,346,638	1,086,473
		85 - SPED SLC A	801,799	752,773
		86 - SPED SLC B	489,693	612,167
		87 - SPED SLC C	342,458	345,605
Town Appropriation Sum			38,449,451	37,066,431

FY11 Budget
Arlington Public Schools

Summary By Cost Center		Data	
FS#	Fund Source	Cost Center Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
2	SFSF	86 - SPED SLC B	- 35,604
	SFSF Sum		35,604
3	IDEA	45 - Sped	359,964 359,964
	IDEA Sum		359,964
4	ARRA Early Childhood	45 - Sped	- 25,742
		49 - Systemwide Accounts	- 2,317
	ARRA Early Childhood Sum		28,059
5	Jobs Fund Program	1 - High School	- 16,540
		3 - Ottoson	- 37,498
		6 - Bishop	- 69,414
		15 - Hardy	- 15,354
		18 - Peirce	- 41,333
		21 - Stratton	- 60,968
		49 - Systemwide Accounts	- 41,454
		85 - SPED SLC A	- 128,031
		86 - SPED SLC B	- 72,660
		87 - SPED SLC C	- 7,677
	Jobs Fund Program Sum		490,929
6	METCO	45 - Sped	113,036 139,393
		49 - Systemwide Accounts	269,701 270,067
	METCO Sum		382,737
7	Title 1	24 - Thompson	69,540 69,540
		29 - Elementary Systemwide	77,852 52,828
		45 - Sped	- 4,000
		49 - Systemwide Accounts	12,810 48,025
	Title 1 Sum		160,202
8	Kindergarten Grant	6 - Bishop	38,965 23,379
		9 - Brackett	23,379 31,172
		12 - Dallin	40,524 31,172
		15 - Hardy	64,280 64,280
		18 - Peirce	15,586 15,586
		21 - Stratton	23,379 15,586
		24 - Thompson	23,379 51,769

FY11 Budget
Arlington Public Schools

Summary By Cost Center		Data	
FS#	Fund Source	Cost Center Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
		45 - SpEd	15,000 3,875
		49 - Systemwide Accounts	24,651 18,381
		Kindergarten Grant Sum	269,143 255,200
9	Title 2A	49 - Systemwide Accounts	110,473 94,779
	Title 2A Sum		110,473 94,779
10	Title 3	1 - High School	- 4,152
		29 - Elementary Systemwide	17,817 25,610
		49 - Systemwide Accounts	22,741 11,800
	Title 3 Sum		40,558 41,562
11	SpEd Early Childhood	25 - Early Childhood	- 23,398
		45 - SpEd	36,552 9,447
		49 - Systemwide Accounts	- 8,106
	SpEd Early Childhood Sum		36,552 40,951
12	Title 4	29 - Elementary Systemwide	- 1,010
		49 - Systemwide Accounts	11,537 3,900
	Title 4 Sum		11,537 4,910
13	Academic Support	1 - High School	5,046 9,190
		29 - Elementary Systemwide	6,650 5,010
	Academic Support Sum		11,696 14,200
14	94-142 SpEd Grant	1 - High School	22,881 11,667
		3 - Ottoson	17,274 28,489
		6 - Bishop	6,060 6,060
		9 - Brackett	56,303 63,481
		12 - Dallin	41,631 54,500
		15 - Hardy	34,770 27,593
		18 - Peirce	47,393 47,393
		21 - Stratton	6,060 6,060
		24 - Thompson	76,692 90,820
		25 - Early Childhood	6,060 6,060
		45 - SpEd	741,435 793,667
		49 - Systemwide Accounts	35,000 117,857
		86 - SPED SLC B	28,076 13,454
		87 - SPED SLC C	43,066 43,066

FY11 Budget
Arlington Public Schools

Summary By Cost Center		Data	
FS#	Fund Source	Cost Center Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
	94-142 SpEd Grant Sum		1,162,701
15	Teaching American History	48 - Social Studies	43,424
	Teaching American History Grant Sum		43,424
16	Verizon Grant	49 - Systemwide Accounts	10,000
	Verizon Grant Sum		10,000
17	Mandarin Grant	1 - High School	15,000
	Mandarin Grant Sum		15,000
18	Circuit Breaker	45 - Sped	700,000
	Circuit Breaker Sum		700,000
19	Kindergarten Tuition	6 - Bishop	213,527
		9 - Brackett	178,210
		12 - Dallin	184,372
		15 - Hardy	62,380
		18 - Peirce	100,573
		21 - Stratton	74,982
		24 - Thompson	155,956
		75 - Facilities	4,809
	Kindergarten Tuition Sum		970,000
20	Tuition in/ Group Home	45 - Sped	300,000
	Tuition in/ Group Home Sum		300,000
21	Athletic Fees	1 - High School	430,000
	Athletic Fees Sum		430,000
22	Instrumental Music Fees	29 - Elementary Systemwide	132,679
	Instrumental Music Fees Sum		132,679
23	Building Rental	75 - Facilities	200,000
	Building Rental Sum		200,000
24	Dunkin Donuts	49 - Systemwide Accounts	7,649
	Dunkin Donuts Sum		7,649
25	Ecole Bilingue	49 - Systemwide Accounts	7,649
	Ecole Bilingue Sum		7,649
26	Menotomy Fees	15 - Hardy	15,586
		25 - Early Childhood	122,761
	Menotomy Fees Sum		138,347

FY11 Budget
Arlington Public Schools

Summary By Cost Center		Data	
FS#	Fund Source	Cost Center Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
27	LABBB Distribution & Tuition	45 - Sped	200,000 200,000
	LABBB Distribution & Tuition Credit Sum		200,000 200,000
28	Bridge the Gap	1 - High School	- 61,640
		3 - Ottoson	- 142,844
		6 - Bishop	- 62,586
		9 - Brackett	- 15,586
		12 - Dallin	- 15,586
		15 - Hardy	- 15,586
		18 - Peirce	- 15,586
		21 - Stratton	- 15,586
		24 - Thompson	- 15,586
		29 - Elementary Systemwide	- 155,409
		49 - Systemwide Accounts	- 84,001
	Bridge the Gap Sum		599,997
29	Foreign Visas	75 - Facilities	160,000 160,000
	Foreign Visas Sum		160,000 160,000
30	Other Fees	75 - Facilities	115,140 113,251
	Other Fees Sum		115,140 113,251
Grand Total			44,222,832 45,000,421

FY11 Budget
Arlington Public Schools

Program Summary		Data
FS#	Fund Source	
1	Town Appropriation	Sum of FY11 Budget 6,10,10 Sum of FY11 Budget 10,19,10
	6503 - Kindergarten	161,169 139,350
	6506 - Elementary Education	5,423,805 5,426,469
	6507 - Secondary Education	76,862 165,698
	6509 - Gifted & Talented	-
	6512 - ELL	298,837 317,973
	6515 - English/Language Arts	1,229,515 1,224,570
	6518 - Family and Consumer Science	260,205 272,886
	6521 - Math	1,175,411 1,244,152
	6524 - Science	1,251,312 1,225,853
	6527 - Social Studies	1,094,024 1,088,053
	6533 - World Languages	762,286 816,079
	6536 - Art	411,983 395,753
	6539 - Music	583,410 580,014
	6548 - Physical Education	610,955 616,320
	6551 - Technology Educational (Tech Ed)	128,889 135,072
	6554 - Health Services/Nursing	575,653 546,101
	6557 - Guidance	541,714 534,049
	6560 - Guidance - METCO	-
	6563 - Library/Media	40,609 40,609
	6566 - Management and Supervision - Principals	1,855,738 1,887,433
	6569 - Management and Supervision-HS Dean	210,732 210,732
	6575 - Professional Development	146,454 113,705
	6578 - Math Interventions	- 16,230
	6581 - Reading Interventions	837,393 767,038
	6584 - Summer Programs	10,500 15,000
	6587 - Extended Day	13,000 16,000
	6620 - Athletics Admin	50,000 50,000
	6700 - C & I Leadership	629,577 585,238
	6705 - C&I ELL	90,783 88,056
	6710 - C&I Health/Wellness	68,920 70,345
	6715 - C&I Science	68,275 77,250
	6720 - C&I Math	51,650 42,100
	6725 - C&I Family Science	16,110 16,110
	6730 - C&I World Languages	17,993 19,418
	6740 - C&I English	76,127 78,977
	6745 - C&I Social Studies	76,128 73,924
	6755 - C&I Performing Art	3,325 4,750
	6760 - C&I Reading	90,744 119,038

FY11 Budget
Arlington Public Schools

Program Summary		Data
FS#	Fund Source	
	Program Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
	6800 - PK - SPED	330,072 195,134
	6803 - Pupil Services (504)	- 15,586
	6806 - Sped Admin/Management Services	
	6809 - SPED Teacher	361,620 337,273
	6812 - OT/PT	1,522,735 1,332,892
	6815 - Alternative Program	182,296 63,507
	6818 - Speech/Language	125,364 125,364
	6821 - Behavioral Support	363,314 205,580
	6824 - Inclusion Support	276,000 289,800
	6827 - Self-Contained Academic Instruction	724,749 600,061
	6833 - Social Workers	1,082,795 1,274,740
	6836 - Psychologists	466,610 240,325
	6839 - Team Chairs	146,628 281,970
	6842 - Adaptive Technology	128,000 100,244
	6845 - One to One Assistance	15,050 21,500
	6848 - Out of district tuition Day Students	140,274 155,860
	6857 - SPED contracted Service	4,440,036 3,794,217
	6860 - SPED testing and assessment	660,526 800,176
	6866 - Legal Services Special Education	7,525 10,750
	6900 - School Committee	200,000 200,000
	6905 - Legal Services School Committee	54,688 66,201
	6910 - Superintendent	500,000 500,000
	6915 - Assistant Superintendent	498,607 502,024
	6920 - Business Office	138,912 138,912
	6925 - Payroll	628,340 405,097
	6930 - Grants Development	261,845 261,845
	6940 - Information Technology	39,690 38,000
	6950 - Food Services	434,004 434,004
	6955 - Traffic Supervisors	20,000 20,000
	6960 - Facilities Maintenance	- 43,070
	6965 - Custodial Services	2,885,104 2,999,838
	6970 - Transportation Regular Ed	1,414,499 1,417,576
	6975 - Transportation Special Ed In District	108,400 98,235
	6985 - Transportation Athletics Boys	1,138,238 913,238
	6986 - Athletics Transportation Girls	12,991 12,878
	6990 - Transportation Homeless	10,000 10,000
	6998 - Systemwide Expense	100,000 75,000
		90,454 65,190
Town Appropriation Sum		38,449,451 37,066,431

FY11 Budget
Arlington Public Schools

Program Summary		Data	
FS#	Fund Source	Program Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
2	SFSF	6833 - Social Workers	- 35,604
	SFSF Sum		35,604
3	IDEA	6848 - Out of district tuition Day Students	359,964 359,964
	IDEA Sum		359,964
4	ARRA Early Childhood	6800 - PK - SPED	-
		6839 - Team Chairs	25,742
		6998 - Systemwide Expense	2,317
	ARRA Early Childhood Sum		28,059
5	Jobs Fund Program	6812 - OT/PT	- 118,789
		6818 - Speech/Language	- 112,221
		6833 - Social Workers	- 218,465
		6998 - Systemwide Expense	- 41,454
	Jobs Fund Program Sum		490,929
6	METCO	6560 - Guidance - METCO	104,701
		6857 - SPED contracted Service	113,036
		6998 - Systemwide Expense	165,000
	METCO Sum		382,737
7	Title 1	6575 - Professional Development	- 1,946
		6581 - Reading Interventions	69,540
		6760 - C&I Reading	77,852
		6806 - Sped Admin/Management Services	- 4,000
		6910 - Superintendent	5,424
		6998 - Systemwide Expense	7,386
	Title 1 Sum		160,202
8	Kindergarten Grant	6503 - Kindergarten	229,492
		6575 - Professional Development	204,554
		6581 - Reading Interventions	8,222
		6857 - SPED contracted Service	- 5,054
		6920 - Business Office	28,390
		6998 - Systemwide Expense	15,000
			3,875
			-
	Kindergarten Grant Sum		13,327
9	Title 2A	6575 - Professional Development	269,143
	Title 2A Sum		110,473
10	Title 3	6512 - ELL	17,817
		6575 - Professional Development	25,610
		6705 - C&I ELL	4,000
		6910 - Superintendent	22,741
			- 4,152
			- 7,800
	Title 3 Sum		40,558
			41,562

FY11 Budget
Arlington Public Schools

Program Summary		Data	
FS#	Fund Source	Program Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
11	SpEd Early Childhood	6575 - Professional Development	6,000
		6800 - PK - SPED	4,447
		6809 - SPED Teacher	23,398
		6863 - SPED Curriculum	5,000
		6998 - Systemwide Expense	2,106
	SpEd Early Childhood Sum		40,951
12	Title 4	6575 - Professional Development	1,300
		6700 - C & I Leadership	1,010
		6910 - Superintendent	2,600
	Title 4 Sum		4,910
13	Academic Support	6507 - Secondary Education	9,190
		6700 - C & I Leadership	5,046
			6,650
	Academic Support Sum		14,200
14	94-142 SpEd Grant	6575 - Professional Development	34,000
		6806 - SpEd Admin/Management Services	128,800
		6812 - OT/PT	201,261
		6818 - Speech/Language	170,005
		6833 - Social Workers	15,000
		6839 - Team Chairs	337,089
		6857 - SPED contracted Service	396,282
		6863 - SPED Curriculum	8,064
		6920 - Business Office	-
		6998 - Systemwide Expense	35,000
	94-142 SpEd Grant Sum		1,162,701
15	Teaching American History Grant	6745 - C&I Social Studies	1,310,165
	Teaching American History Grant Sum		43,424
16	Verizon Grant	6587 - Extended Day	10,000
	Verizon Grant Sum		10,000
17	Mandarin Grant	6533 - World Languages	10,000
		6730 - C&I World Languages	5,000
	Mandarin Grant Sum		15,000
18	Circuit Breaker	6848 - Out of district tuition Day Students	1,010,819
	Circuit Breaker Sum		1,010,819
19	Kindergarten Tuition	6503 - Kindergarten	965,191
		6700 - C & I Leadership	39,000
		6960 - Facilities Maintenance	4,809
	Kindergarten Tuition Sum		970,000
20	Tuition in/ Group Home	6848 - Out of district tuition Day Students	300,000
			635,000

Arlington Public Schools

Program Summary		Data
FS#	Fund Source	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
	Tuition in/ Group Home Sum	300,000
21	Athletic Fees	427,991
		2,009
		-
	Athletic Fees Sum	430,000
22	Instrumental Music Fees	132,679
	Instrumental Music Fees Sum	132,679
23	Building Rental	200,000
	Building Rental Sum	200,000
24	Dunkin Donuts	-
	Dunkin Donuts Sum	7,649
25	Ecole Bilingue	-
	Ecole Bilingue Sum	7,649
26	Menotomy Fees	-
	Menotomy Fees Sum	122,761
		15,586
		-
		138,347
27	LABBB Distribution & Tuition Credit	200,000
	LABBB Distribution & Tuition Credit Sum	200,000
28	Bridge the Gap	-
		68,703
		28,318
		-
		23,000
		15,000
		52,724
		95,552
		78,384
		62,586
		2,000
		109,102
		29,216
		20,000
		15,298
		-
		113
	Bridge the Gap Sum	599,997
29	Foreign Visas	160,000
	Foreign Visas Sum	160,000
30	Other Fees	115,140
	Other Fees Sum	115,140
Grand Total		44,222,832
		45,000,421

FY11 Budget
Arlington Public Schools

Object Summary		Data	
FS#	Fund Source	Object Description	Sum of FY11 Budget 6,10,10 Sum of FY11 Budget 10,19,10
1	Town Appropriation	81111 - Administration Salaries & Wages	2,683,815
		81112 - Teacher Salaries & Wages	18,066,393
		81113 - Custodial Salaries & Wages	1,323,576
		81114 - Food Service Salaries & Wages	147,330
		81115 - Clerical Salaries & Wages	1,167,681
		81116 - Full/Time Teacher Aides Salaries & Wages	1,699,867
		81117 - Other Full-time Salaries & Wages	1,394,164
		81118 - Part Time Salaries & Wages	-
		81201 - Temporary Salaries & Wages Professional	366,544
		81203 - Substitute Teachers Day - to- Day	235,000
		81204 - Extended Term Sub Teacher	37,890
		81301 - Overtime/Peakload Requirement	50,000
		81302 - Snow/Ice Removal Custodial	175,000
		81304 - Maintenance Salaries	547,199
		81305 - Night Watch	18,000
		81308 - Out of Classification Salary	18,000
		81313 - Auto Allowance	1,000
		81730 - Pensions	50,000
		81731 - MTRB Pension	25,264
		81760 - Clothing Allowance	18,600
		81765 - Auto/cellphone Allowance	15,190
		82102 - Fuel	100,000
		82103 - Power/Electricity	819,858
		82104 - Natural Gas	632,803
		82403 - Plumbing Services	52,000
		82408 - Electrical Services	14,000
		82409 - Grounds//Supplies	96,154
		82412 - HVAC Contracted Services	80,000
		82420 - Elevator Maintenance/Repairs	12,500
		82904 - Custodial Supplies/Cleaning Services	76,923
		82999 - Miscellaneous Maint Services	249,077
		83101 - Professional & Tech Services	1,027,978
		83102 - Legal Services	500,000
		83201 - Tuition to Other Schools	4,455,036
		83301 - Contracted Transportation to and From School	1,059,241
		83302 - Field Trips (including expenses)	5,250
		83402 - Telephone/pagers	24,038
		83403 - Advertising	30,000
		83404 - Reproduction/Printing	40,000

FY11 Budget
Arlington Public Schools

Object Summary		Data		
FS#	Fund Source	Object Description	Sum of FY11 Budget 6,10,10	Sum of FY11 Budget 10,19,10
		83807 - Insurance	11,000	22,513
		84201 - Office Supplies	116,835	149,904
		84321 - Equipment Maintenance	49,623	50,000
		85100 - Educational Supplies	315,706	52,214
		85102 - Testing Materials	7,525	10,750
		85103 - Instructional Materials	222,523	289,720
		85106 - Textbooks, Books & Periodicals	73,500	101,730
		85110 - Instructional Equipment	15,050	21,500
		85201 - Medical/Surgical Supplies/Services	10,973	15,675
		85802 - Computer Supplies	30,769	30,769
		85803 - Graduation Service/Ceremonies	10,500	15,000
		85804 - Computer Software	48,077	48,077
		87101 - Business Travel	2,000	2,000
		87301 - Professional Affiliations Membership/Pubs	20,000	20,000
		87601 - Court Judgments/Damage Settlements	200,000	200,000
Town Appropriation Sum			38,449,451	37,066,431
2	SFSF	81112 - Teacher Salaries & Wages	-	35,604
SFSF Sum			-	35,604
3	IDEA	83201 - Tuition to Other Schools	359,964	359,964
IDEA Sum			359,964	359,964
4	ARRA Early Childhood	81112 - Teacher Salaries & Wages	-	25,742
		81731 - MTRB Pension	-	2,317
		83101 - Professional & Tech Services	-	-
ARRA Early Childhood Sum			-	28,059
5	Jobs Fund Program	81112 - Teacher Salaries & Wages	-	449,475
		81731 - MTRB Pension	-	41,454
Jobs Fund Program Sum			-	490,929
6	METCO	81111 - Administration Salaries & Wages	79,335	79,335
		81116 - Full/Time Teacher Aides Salaries & Wages	25,366	50,732
		81731 - MTRB Pension	25,000	-
		83101 - Professional & Tech Services	113,036	139,393
		83301 - Contracted Transportation to and From School	133,844	133,844
		85100 - Educational Supplies	6,156	6,156
METCO Sum			382,737	409,460
7	Title 1	81111 - Administration Salaries & Wages	-	4,000
		81112 - Teacher Salaries & Wages	147,392	119,098
		81731 - MTRB Pension	7,386	11,079
		83101 - Professional & Tech Services	5,424	35,000
		85100 - Educational Supplies	-	1,946

FY11 Budget
Arlington Public Schools

Object Summary		Data	
FS#	Fund Source	Object Description	Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
		85106 - Textbooks, Books & Periodicals	- 3,270
	Title 1 Sum		160,202 174,393
8	Kindergarten Grant	81112 - Teacher Salaries & Wages	48,694 77,084
		81116 - Full/Time Teacher Aides Salaries & Wages	180,798 155,860
		81731 - MTRB Pension	16,429 13,327
		83101 - Professional & Tech Services	15,000 3,875
		85100 - Educational Supplies	8,222 5,054
	Kindergarten Grant Sum		269,143 255,200
9	Title 2A	85100 - Educational Supplies	110,473 94,779
	Title 2A Sum		110,473 94,779
10	Title 3	81116 - Full/Time Teacher Aides Salaries & Wages	17,817 25,610
		83101 - Professional & Tech Services	- 7,800
		85100 - Educational Supplies	22,741 4,000
		85103 - Instructional Materials	- 4,152
	Title 3 Sum		40,558 41,562
11	SpEd Early Childhood	81112 - Teacher Salaries & Wages	- 23,398
		81731 - MTRB Pension	- 2,106
		83101 - Professional & Tech Services	36,552 4,447
		85100 - Educational Supplies	- 6,000
		85103 - Instructional Materials	- 5,000
	SpEd Early Childhood Sum		36,552 40,951
12	Title 4	83101 - Professional & Tech Services	- 2,600
		85100 - Educational Supplies	11,537 1,300
		85103 - Instructional Materials	- 1,010
	Title 4 Sum		11,537 4,910
13	Academic Support	84201 - Office Supplies	5,046 9,190
		85103 - Instructional Materials	6,650 5,010
	Academic Support Sum		11,696 14,200
14	94-142 SpEd Grant	81111 - Administration Salaries & Wages	- 128,800
		81112 - Teacher Salaries & Wages	723,355 796,010
		81731 - MTRB Pension	35,000 83,857
		83101 - Professional & Tech Services	396,282 241,400
		84201 - Office Supplies	- -
		85100 - Educational Supplies	- 34,000
		85103 - Instructional Materials	8,064 26,098
	94-142 SpEd Grant Sum		1,162,701 1,310,165
15	Teaching American History Grant	81111 - Administration Salaries & Wages	- 43,424
	Teaching American History Grant Sum		- 43,424
16	Verizon Grant	85103 - Instructional Materials	- 10,000

FY11 Budget
Arlington Public Schools

Object Summary		Object Description	Data
FS#	Fund Source		
	Verizon Grant Sum		Sum of FY11 Budget 6.10.10 Sum of FY11 Budget 10.19.10
17	Mandarin Grant	81112 - Teacher Salaries & Wages	-
		85103 - Instructional Materials	10,000
	Mandarin Grant Sum		10,000
18	Circuit Breaker	83201 - Tuition to Other Schools	-
	Circuit Breaker Sum		15,000
19	Kindergarten Tuition	81112 - Teacher Salaries & Wages	700,000
		82103 - Power/Electricity	1,010,819
		82104 - Natural Gas	931,000
		85103 - Instructional Materials	965,191
	Kindergarten Tuition Sum		4,809
20	Tuition in/ Group Home	83201 - Tuition to Other Schools	-
	Tuition in/ Group Home Sum		39,000
21	Athletic Fees	81111 - Administration Salaries & Wages	970,000
		81201 - Temporary Salaries & Wages Professional	970,000
		83101 - Professional & Tech Services	300,000
		83301 - Contracted Transportation to and From School	72,991
	Athletic Fees Sum		253,242
22	Instrumental Music Fees	81112 - Teacher Salaries & Wages	121,758
	Instrumental Music Fees Sum		2,009
23	Building Rental	82103 - Power/Electricity	450,000
	Building Rental Sum		430,000
24	Dunkin Donuts	81118 - Part Time Salaries & Wages	132,679
	Dunkin Donuts Sum		132,679
25	Ecole Bilingue	81118 - Part Time Salaries & Wages	200,000
	Ecole Bilingue Sum		200,000
26	Menotomy Fees	81112 - Teacher Salaries & Wages	-
		81116 - Full/Time Teacher Aides Salaries & Wages	-
	Menotomy Fees Sum		7,649
27	LABBB Distribution & Tuition Credit	83201 - Tuition to Other Schools	122,761
	LABBB Distribution & Tuition Credit Sum		15,586
28	Bridge the Gap	81112 - Teacher Salaries & Wages	-
		81116 - Full/Time Teacher Aides Salaries & Wages	138,347
		81118 - Part Time Salaries & Wages	200,000
		81201 - Temporary Salaries & Wages Professional	200,000
		83101 - Professional & Tech Services	404,194
		83301 - Contracted Transportation to and From School	143,391
	Bridge the Gap Sum		15,298
29	Foreign Visas	82104 - Natural Gas	17,000
			20,000
			113
			599,997
			160,000

FY11 Budget
Arlington Public Schools

Object Summary			Data	
FS#	Fund Source	Object Description	Sum of FY11 Budget 6.10.10	Sum of FY11 Budget 10.19.10
	Foreign Visas Sum		160,000	160,000
30	Other Fees	82103 - Power/Electricity	115,140	113,251
	Other Fees Sum		115,140	113,251
Grand Total			44,222,832	45,000,421

Arlington Public Schools ~ FY10 Budget & Actuals, FY11 Budgets

FY10 Budget FY10 Actuals FY10 Actuals less Budget FY11 Adopted Budget 3.25.10 FY11 Actuals As of 10.19.10 FY11 Actuals Less Budget

Town of Arlington School Committee Vote	\$36,767,241	\$38,292,262	\$1,525,021	\$38,449,451	\$37,066,430	(\$1,383,021)
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Town of Arlington Town Meeting Vote	\$36,767,241	\$38,292,262	\$1,525,021	\$38,591,451	\$37,066,430	(\$1,525,021)
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AMERICAN RECOVERY & REINVESTMENT ACT

State Fiscal Stabilization Fund (SFSF)	\$914,028	\$938,832	\$24,804	\$0	\$35,604	\$35,604
Individuals with Disabilities Education Act (IDEA)	\$749,327	\$1,081,232	\$331,905	\$359,964	\$359,964	\$0
Early Childhood ARRA - 762	\$0	\$28,059	\$28,059	\$0	\$28,059	\$28,059
Jobs Bill	\$0	\$0	\$0	\$0	\$490,929	\$490,929
Subtotal ARRA	\$1,663,355	\$2,048,123	\$384,768	\$359,964	\$914,556	\$554,592

GRANT REVENUE ASSUMPTIONS

METCO	\$499,879	\$428,665	(\$71,214)	\$382,737	\$409,460	\$26,723
Title 1 (net)	\$304,658	\$184,232	(\$120,426)	\$160,202	\$174,393	\$14,191
Kindergarten Grant	\$324,075	\$301,440	(\$22,635)	\$269,143	\$255,200	(\$13,943)
Title 2A net (Prof Development)	\$95,751	\$123,730	\$27,979	\$110,473	\$94,779	(\$15,694)
Title 3 (ELL)	\$40,741	\$45,525	\$4,784	\$40,558	\$41,563	\$1,005
Sped Early Childhood - 262	\$40,911	\$40,938	\$27	\$36,552	\$40,951	\$4,399
Title 4 (safe schools)	\$16,480	\$12,921	(\$3,559)	\$11,537	\$4,910	(\$6,627)
Academic support	\$0	\$13,100	\$13,100	\$11,696	\$14,200	\$2,504
Title 5	\$0	\$0	\$0	\$0	\$0	\$0
Title 2d	\$3,817	\$3,492	(\$325)	\$3,118	\$0	(\$3,118)
Sped 94 -142	\$1,225,033	\$1,302,225	\$77,192	\$1,162,701	\$1,310,164	\$147,463
Sped Program Improvement -274	\$27,211	\$4,020	(\$23,191)	\$0	\$0	\$0
Teaching American History	\$0	\$0	\$0	\$0	\$43,000	\$43,000
Verizon Grant	\$0	\$0	\$0	\$0	\$10,000	\$10,000
Mandarin Language Grant	\$0	\$0	\$0	\$0	\$15,000	\$15,000
Grants to be determined	\$100,000	\$0	(\$100,000)	\$0	\$0	\$0
Subtotal Grant Revenues	\$2,678,556	\$2,460,288	(\$218,268)	\$2,188,716	\$2,413,620	\$224,904

Arlington Public Schools ~ FY10 Budget & Actuals, FY11 Budgets

FY10 Budget FY10 Actuals FY10 Actuals less Budget FY11 Adopted Budget 3.25.10 FY11 Actuals As of 10.19.10 FY11 Actuals Less Budget

FEES/REVENUE/OFFSETS

Circuit breaker	\$1,319,500	\$905,619	(\$413,881)	\$700,000	\$1,010,819	\$310,819
Full day kindergarten tuition	\$766,500	\$805,536	\$39,036	\$970,000	\$970,000	\$0
Sped Tuition In/ Group Home	\$525,000	\$13,084	(\$511,916)	\$300,000	\$635,000	\$335,000
Custodial/Maint grey bills	\$75,000	\$56,000	(\$19,000)	\$55,000	\$55,000	\$0
Athletic fees	\$178,550	\$229,997	\$51,447	\$450,000	\$430,000	(\$20,000)
Peirce field rental fees	\$10,000	\$28,425	\$18,425	\$18,000	\$18,000	\$0
Instrumental music fees	\$120,000	\$135,712	\$15,712	\$130,000	\$130,000	\$0
Building rental fees	\$315,000	\$356,754	\$41,754	\$200,000	\$200,000	\$0
Traffic Supervisor Rebilling	\$0	\$0	\$0	\$0	\$15,298	\$15,298
Athletic tickets sales/donations	\$17,500	\$4,776	(\$12,724)	\$4,000	\$4,000	\$0
Integrated PreSchool Fees	\$15,000	\$0	(\$15,000)	\$0	\$140,000	\$140,000
Bishop bus fees	\$16,000	\$19,406	\$3,406	\$25,000	\$25,000	\$0
AEA offset (20% Salary Offset)	\$12,700	\$12,701	\$1	\$12,701	\$12,701	\$0
LABBB distribution & tuition credit	\$450,000	\$0	(\$450,000)	\$200,000	\$200,000	\$0
Lunch program offset	\$150,000	\$0	(\$150,000)	\$0	\$0	\$0
SPED Cost Savings Initiative	\$400,000	\$0	(\$400,000)	\$0	\$0	\$0
Custodial Savings	\$75,000	\$0	(\$75,000)	\$0	\$0	\$0
Bridge the Gap Funding, part 1	\$0	\$0	\$0	\$0	\$483,800	\$483,800
Bridge the Gap Funding, part 2	\$0	\$0	\$0	\$0	\$100,000	\$100,000
Bridge the Gap Funding, part 3	\$0	\$0	\$0	\$0	\$16,197	\$16,197
Foreign students F-1 Visas	\$100,000	\$227,339	\$127,339	\$160,000	\$160,000	\$0
Subtotal Fees/ Offsets	\$4,545,750	\$2,795,349	(\$1,750,401)	\$3,224,701	\$4,605,815	\$1,381,114

TOTAL TOWN CONTRIBUTION	\$36,767,241	\$38,292,262	\$1,525,021	\$38,449,451	\$37,066,430	(\$1,383,021)
AMERICAN RECOVERY & INVESTMENT ACT	\$1,663,355	\$2,048,123	\$384,768	\$359,964	\$914,556	\$554,592
TOTAL GRANT REVENUES	\$2,678,556	\$2,460,288	(\$218,268)	\$2,188,716	\$2,413,620	\$224,904
TOTAL FEES/OFFSETS	\$4,545,750	\$2,795,349	(\$1,750,401)	\$3,224,701	\$4,605,815	\$1,381,114

TOTAL BUDGET ALL SOURCES	\$45,654,902	\$45,596,022	(\$58,880)	\$44,222,832	\$45,000,421	\$777,589
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0200 SCHOOL GENERAL FUND		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200 SCHOOL GENERAL FUND										
02 SCHOOL GENERAL FUND										
0200-0-0000-000 -00-00-0-00-812010-	FY2010 TEACHERS S				1,525,021	0	0		0	0
0200-0-0000-000 -00-00-0-00-812011-	FY2011 TEACHERS S				0	0	0	0	0	3,200,000

0200 SCHOOL GENERAL FUND

02010181 CA - HS - SALARIES

0200-3-0001-0000-01-00-5-81-8004 -2305	HS ENGLISH SA	754,893	821,416	744,718		732,835	0	732,835	120,265	0
0200-3-0001-0000-01-00-5-81-8008 -2305	HS MATH SALAR	627,117	627,117	788,590		684,930	0	684,930	100,772	0
0200-3-0001-0000-01-00-5-81-8014 -2305	HS ELL	68,388	80,615	63,143		50,329	0	50,329	13,248	0
0200-3-0001-0000-01-00-5-81-8015 -2305	HS SCIENCE SA	795,829	922,186	756,423	134,126	685,120	134,126	819,246	119,107	134,126
0200-3-0001-0000-01-00-5-81-8018 -2305	HS SOC STUDIE	595,435	713,313	599,661		538,784	0	538,784	117,716	0
0200-3-0001-0000-01-00-5-81-8019 -2305	HS WORLD LANG	528,592	596,233	303,849	164,129	522,609	164,129	686,738	86,297	164,129
0200-3-0001-0000-01-00-5-81-8052 -2305	HS SUBSTITUTE	25,000	25,000	99,164		0	0	0	3,430	0
0200-3-1000-6518-01-10-5-01-81112 -2305	HIGH SCH/FAMI	172,757	295,046	201,961	93,085	125,405	93,085	218,490	18,500	0
0200-3-01 -6536-01-10-5-01-81112 -2305	HIGH SCH/ART	139,504	166,362	157,244		159,596	0	159,596	27,298	0
0200-3-01 -6539-01-10-5-01-81112 -2305	HIGH SCH/MUSI	329,556	332,153	276,491		290,082	0	290,082	37,365	0
0200-3-01 -6548-01-10-5-01-81112 -2305	HIGH SCH/P.E.	185,871	201,275	179,829	21,445	183,591	21,445	205,036	22,311	0
0200-3-01 -6563-01-10-5-01-81116 -2340	HIGH SCH/LIBR	96,474	103,365	111,576		25,023	0	25,023	11,280	0
0200-3-01 -6551-01-10-5-01-81112 -2305	HIGH SCH/TECH	41,033	43,640	56,291		10,000	0	10,000	0	0
0200-3-01 -6554-01-10-5-01-81117 -3200	HIGH SCH/HEAL					124,024	0	124,024	0	0
0200-3-01 -6548-01-10-5-01-81116 -2330	HIGH SCH/P.E.					15,586	0	15,586	0	0
0200-3-01 -6557-01-10-5-01-81112 -2710	HIGH SCH/GUID	504,906	574,484	534,477		421,762	0	421,762	0	0
0200-3-01 -6566-01-10-5-07-81111 -2210	HIGH SCH PRIN	111,997	119,398	91,414		75,629	0	75,629	17,248	0
0200-3-0016-0000-01-00-5-81-805802-3100	TRUANT OFFICER	37,984	37,984	40,481						
0200-3-01 -6566-01-10-5-07-81115 -2210	HIGH SCH CLEE	241,195	261,299	228,969		187,529	0	187,529	13,988	0
0200-3-0044-0000-01-00-5-81-815002-2210	HS CLERICAL SUM	1	5,001	0						
0200-3-01 -6566-01-10-5-07-81117 -2210	HIGH SCH/OTHE					103,340	0	103,340	0	0
0200-3-01 -6569-01-10-5-07-81111 -2210	HIGH SCH/DEAN	225,678	232,211	233,261		214,563	0	214,563	0	0
0200-3-01 -6587-01-10-5-01-81201 -2310	HIGH SCH/EXTL					6,000	0	6,000	0	0
0200-3-01 -6620-01-10-5-01-81111 -3510	HIGH SCH/ATHL	61,680	61,680	75,167		72,991	0	72,991	0	0
0200-3-01 -6700-01-10-5-01-81201 -2220	HIGH SCH/C&I					64,126	0	64,126	0	0
0200-3-01 -6700-01-10-5-01-81204 -2220	HIGH SCH/C&I					53,476	0	53,476	0	0
0200-3-01 -6809-01-10-5-01-81112 -2305	HIGH SCH/SPED	485,066	537,343	592,421		257,249	0	257,249	0	0
0200-3-0030-0000-01-00-5-81-807709-2305	HS SPED IN HOUSE	68,388	68,388	15,733						
0200-3-01 -6815-01-10-5-01-81112 -2305	HIGH SCH/ALTE					125,364	0	125,364	0	0
0200-3-01 -6818-01-10-5-01-81112 -2320	HIGH SCH/SPEE					5,607	0	5,607	0	0
0200-3-01 -6824-01-10-5-01-81116 -2330	HIGH SCH/INCL					15,586	0	15,586	0	0
0200-3-01 -6833-01-10-5-01-81112 -2710	HIGH SCH/SOCI					24,820	0	24,820	0	0
0200-3-01 -6965-01-10-5-08-81113 -4110	HIGH SCH/CUST	392,691	392,691	296,932		492,276	0	492,276	47,978	0
0200-3-0014-0000-01-00-5-81-8028 -2305	HS ALTERN PRO	121,208	121,208	132,112		0	0	0	15,591	0
0200-3-0038-0000-01-00-5-81-805001-3510	BOYS ATHLETICS	19,460	19,460	26,375						
0200-3-0038-0000-01-00-5-81-805002-3510	GIRLS ATHLETIC	4,852	4,852	35,971						
0200-3-0038-0000-01-00-5-81-805003-3510	BOYS/GIRLS ATHL	7,639	14,923	11,177						
0200-3-0056-0000-01-00-5-81-805004-3520	HS EXTRA CURR	65,626	65,626	53,222		0	0	0	15,114	0
Total		6,708,820	7,444,269	6,706,652	1,937,806	6,268,232	412,785	6,681,017	787,508	3,498,255

02010182 CA - HS - EXP

0200-3-0001-0000-01-00-5-82-8350 -2410	HS CURRICULUM	66,512	66,927	25,536		46,559	432	46,991	0	203
0200-3-0001-0000-01-00-5-82-835101-2410	ENGLISH - CUR	9,500	9,500	6,676		6,650	0	6,650	0	0
0200-3-0001-0000-01-00-5-82-835103-2410	ELL CURRICULU	4,750	4,750	4,019		3,325	0	3,325	0	0
0200-3-0001-0000-01-00-5-82-835104-2410	MATH CURRICUL	9,500	9,500	9,480		6,650	400	7,050	0	400
0200-3-0001-0000-01-00-5-82-835105-2410	SCIENCE CURRI	33,250	34,528	37,038		23,275	327	23,602	45	132
0200-3-0001-0000-01-00-5-82-835106-2410	FOREIGN LANG	4,750	4,750	10,698		3,325	0	3,325	0	0
0200-3-0001-0000-01-00-5-82-835107-2410	SOCIAL STUDIE	9,500	9,500	7,636		6,650	0	6,650	0	0
0200-3-0001-0000-01-00-5-82-835108-2410	HEALTH ED - C	4,750	4,785	1,755		3,325	0	3,325	0	0
0200-3-0001-0000-01-00-5-82-835109-2410	PERFORMING AR	4,750	4,750	1,943		3,325	0	3,325	0	0
0200-3-0001-0000-01-00-5-82-835110-2410	GUIDANCE CURR			376		0	0	0	0	0
0200-3-0001-0000-01-00-5-82-835114-2410	AHS GENERAL F		1	422		0	0	0	0	0
TOTAL CA - HS - EXP		147,262	148,991	105,581		103,084	1,159	104,243	45	735

02010381 CA- OTTOSON - SAL

0200-3-0001-0000-03-00-4-81-8004 -2305	OTTO ENGLISH	530,970	530,970	620,909		501,578	0	501,578	99,380	0
0200-3-0001-0000-03-00-4-81-8008 -2305	OTTO MATH SAL	734,984	804,110	726,271		535,248	0	535,248	105,937	0
0200-3-0001-0000-03-00-4-81-8015 -2305	OTTO SCIENCE	611,744	646,710	540,877		566,192	0	566,192	104,102	0
0200-3-0001-0000-03-00-4-81-8018 -2305	OTTO SOC STUD	635,792	670,592	558,079	112,512	566,639	112,512	679,151	112,581	112,512
0200-3-0001-0000-03-00-4-81-8019 -2305	OTTO WORLD LA	427,116	427,116	391,734		298,737	0	298,737	72,079	0
0200-3-0001-0000-03-00-4-81-8052 -2305	OTTO SUBSTITU	85,000	114,441	80,535		0	0	0	1,940	0
0200-3-03 -6518-03-01-4-00-81112 -2305	MIDDLE/FAMILY	142,333	175,531	134,931		139,554	0	139,554	0	0
0200-3-03 -6536-03-01-4-00-81112 -2305	MIDDLE/ART TE	120,866	135,993	109,785		121,867	0	121,867	13,524	0
0200-3-03 -6539-03-01-4-00-81112 -2305	MIDDLE/MUSIC	106,084	106,084	119,099		128,432	0	128,432	0	0
0200-3-03 -6548-03-01-4-00-81112 -2305	MIDDLE/P.E. T	265,278	298,077	285,053		201,568	0	201,568	0	0
0200-3-03 -6551-03-01-4-00-81112 -2305	MIDDLE/TECH E	136,777	159,428	186,291		118,889	0	118,889	0	0
0200-3-03 -6554-03-01-4-00-81117 -3200	MIDDLE/HEALTH					91,549	0	91,549	0	0
0200-3-03 -6557-03-01-4-00-81112 -2710	MIDDLE/GUIDAN	205,922	205,922	140,248	65,674	119,952	65,674	185,626	0	0
0200-3-03 -6563-03-01-4-00-81116 -2340	MIDDLE/LIBRAR	58,354	58,354	50,019		15,586	0	15,586	0	0
0200-3-03 -6566-03-01-4-00-81111 -2210	MIDDLE/PRINCI	109,163	109,163	107,747		272,365	0	272,365	34,664	0
0200-3-0044-0000-03-00-4-81-806201-2210	OTTOSON ASST.	152,449	187,874	155,444		0	0	0	32,161	0
0200-3-03 -6566-03-01-4-00-81114 -3400	MIDDLE SCH/FO					35,759	0	35,759	0	0
0200-3-03 -6566-03-01-4-00-81115 -2210	MIDDLE/CLERIC	113,027	115,570	112,916		108,926	0	108,926	10,948	0
0200-3-03 -6581-03-01-4-00-81112 -2310	MIDDLE/READIN					56,073	0	56,073	0	0
0200-3-03 -6700-03-01-4-00-81201 -2220	MIDDLE/C&I LE					21,684	0	21,684	0	0
0200-3-03 -6700-03-01-4-00-81203 -2220	MIDDLE/C&I LE					85,000	0	85,000	0	0
0200-3-0006-0000-03-00-4-81-8014 -2310	OTTO ELL SALA	60,811	91,477	57,474		0	0	0	11,791	0
0200-3-03 -6809-03-01-4-00-81112 -2305	MIDDLE/SPED T	578,821	685,640	564,899	120,741	422,845	120,741	543,586	0	0
0200-3-0030-0000-03-00-4-81-807401-2305	OTTO ALTERNAT	68,388	80,653	65,989		0	0	0	12,768	0
0200-3-03 -6818-03-01-4-00-81112 -2320	MIDDLE/SPEECH					22,429	0	22,429	0	0
0200-3-03 -6818-03-01-4-00-81116 -2330	MIDDLE/SPEECH					46,758	0	46,758	0	0
0200-3-03 -6824-03-01-4-00-81116 -2330	MIDDLE/INCLUS					77,930	0	77,930	0	0
0200-3-03 -6833-03-01-4-00-81112 -2710	MIDDLE/SOCIAL					22,144	0	22,144	0	0
0200-3-03 -6845-03-01-4-00-81116 -2330	MIDDLE/ONE TO					15,586	0	15,586	0	0
0200-3-03 -6965-03-01-4-00-81113 -4110	MIDDLE/CUSTOD	217,627	217,627	223,598		210,908	0	210,908	15,535	0

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200 SCHOOL GENERAL FUND										
0200-3-0012-0000-03-00-4-81-8026 -2305	OTTO GIFTED/A	68,388	85,377	69,470			0	0	13,614	0
0200-3-0044-0000-03-00-4-81-815002-2210	OTTOSON CLERIC S	1	1	0						
0200-3-0044-0000-03-00-4-81-8152-2210	OTTOSON LUNCH	8,788	8,788	0						
0200-3-0056-0000-03-00-4-81-805004-3520	OTTOSON EXTRA	21,684	25,993	7,552			0	0	42	0
Total		5,460,367	5,941,491	5,308,920	298,927	4,804,198	298,927	5,103,125	641,068	112,512
02010382 CA - OTTO - EXP										
0200-3-0001-0000-03-00-4-82-8350 -2410	OTTOSON CURRI	29,157	29,163	25,368		20,410	1,390	21,800	183	1,449
TOTAL CA - OTTO - EXP										
02010681 CA - BISHOP - SAL										
0200-3-0001-0000-06-00-3-81-8032 -2305	CA TEACHER (K	133,551	180,838	68,121	112,717	91,824	112,717	204,541	19,288	112,717
0200-3-0001-0000-06-00-3-81-8039 -2305	CA TEACHER (G	847,442	996,477	921,274		893,640	0	893,640	148,785	0
0200-3-0001-0000-06-00-3-81-8052 -2325	BISHOP SCH SU	0	0	11,655		0	0	0	690	0
0200-3-06 -6506-06-01-3-00-81117 -3200	BISHOP/HEALTH					68,889	0	68,889	0	0
0200-3-06 -6566-06-01-3-00-81111 -2210	BISHOP/PRINCI	105,578	105,657	107,770		106,075	0	106,075	26,662	0
0200-3-06 -6566-06-01-3-00-81115 -2210	BISHOP/CLERIC	41,766	41,766	46,793		34,705	0	34,705	0	0
0200-3-06 -6581-06-01-3-00-81112 -2310	BISHOP/READIN					134,284	0	134,284	0	0
0200-3-06 -6809-06-02-3-00-81112 -2305	BISHOP/SPED T					46,796	0	46,796	0	0
0200-3-06 -6818-06-01-3-00-81112 -2320	BISHOP/SPEECH					27,556	0	27,556	0	0
0200-3-06 -6824-06-02-3-00-81116 -2330	BISHOP/INCLUS					93,516	0	93,516	0	0
0200-3-06 -6833-06-01-3-00-81112 -2710	BISHOP/SOCIAL					20,000	0	20,000	0	0
0200-3-06 -6845-06-01-3-00-81116 -2330	BISHOP/ONE ON					15,586	0	15,586	0	0
0200-3-06 -6965-06-01-3-00-81113 -4110	BISHOP/CUSTOD	75,506	75,506	78,568		77,118	0	77,118	11,074	0
TOTAL CA - BISHOP - SAL		1,203,843	1,400,244	1,234,180	112,717	1,609,989	112,717	1,722,706	206,498	112,717
02010682 CA- BISHOP - EXP										
0200-3-0001-0000-06-00-3-82-8350 -2110	BISHOP - CURR	9,036	9,036	7,159		5,798	0	5,798	0	0
02010981 CA - BRACKETT - SAL										
0200-3-0001-0000-09-00-3-81-8032 -2305	CA TEACHER (K	104,180	125,358	50,208	75,151	0	75,151	75,151	9,730	75,151
0200-3-0001-0000-09-00-3-81-8039 -2305	CA TEACHER (G	942,897	1,092,000	908,546	183,454	848,130	183,454	1,031,584	115,460	183,454
0200-3-0001-0000-09-00-3-81-8052 -2325	BRACK SCH SUB	0	0	43,572		0	0	0	1,170	0
0200-3-09 -6548-09-01-3-00-81112 -2305	BRACK/P.E. TE					62,345	0	62,345	0	0
0200-3-09 -6554-09-01-3-00-81117 -3200	BRACK/HEALTH					68,889	0	68,889	0	0
0200-3-09 -6566-09-01-3-00-81111 -2210	BRACK/PRINCIP	105,063	105,142	107,271		105,575	0	105,575	20,225	0
0200-3-09 -6566-09-01-3-00-81115 -2210	BRACK/CLERICA	48,504	48,504	52,045		35,505	0	35,505	0	0
0200-3-09 -6581-09-02-3-00-81112 -2310	BRACK/READING					87,388	0	87,388	0	0
0200-3-09 -6809-09-02-3-00-81112 -2305	BRACK SPED TE					68,889	0	68,889	0	0
0200-3-09 -6818-09-01-3-00-81112 -2320	BRACK/SPEECH					28,711	0	28,711	0	0
0200-3-09 -6821-09-02-3-00-81116 -2330	BRACK/BEHAVIO					23,000	0	23,000	0	0
0200-3-09 -6824-09-02-3-00-81116 -2330	BRACK/INCLUSI					77,930	0	77,930	0	0
0200-3-09 -6833-09-01-3-00-81112 -2710	BRACK/SOCIAL					15,000	0	15,000	0	0
0200-3-09 -6845-09-01-3-00-81116 -2330	BRACK/ONE TO					15,586	0	15,586	0	0
0200-3-09 -6965-09-01-3-00-81113 -4110	BRACK/CUSTODI	76,519	76,519	85,882		83,083	0	83,083	10,863	0
TOTAL CA - BRACKETT - SAL		1,277,163	1,447,523	1,247,524	258,604	1,520,031	258,605	1,778,636	157,449	258,604
02010982 CA - BRACKETT - EXP										
0200-3-0001-0000-09-00-3-82-8350 -2110	BRACKETT - CU	10,441	10,441	4,387		6,700	0	6,700	0	0
TOTAL CA - BRACKETT - EXP										
						0	0	0	0	0
02011281 CA - DALLIN - SAL										
0200-3-0001-0000-12-00-3-81-8032 -2305	CA TEACHER (K	126,170	153,251	118,891	30,877	0	30,877	30,877	32,893	30,877
0200-3-0001-0000-12-00-3-81-8039 -2305	CA TEACHER (G	771,422	935,929	775,801		818,057	0	818,057	144,144	0
0200-3-0001-0000-12-00-3-81-8052 -2325	DALLIN SCH SU	0	0	30,145		0	0	0	990	0
0200-3-12 -6548-12-01-3-00-81112 -2305	DALLIN/P.E. T					21,489	0	21,489	0	0
0200-3-12 -6554-12-01-3-00-81117 -3200	DALLIN/HEALTH					49,658	0	49,658	0	0
0200-3-12 -6566-12-01-3-00-81111 -2210	DALLIN/PRINCI	105,063	105,845	111,945		105,575	0	105,575	20,127	0
0200-3-12 -6566-12-01-3-00-81115 -2210	DALLIN/CLERIC	47,954	47,954	52,915		35,055	0	35,055	0	0
0200-3-12 -6581-12-01-3-00-81112 -2310	DALLIN/READIN					107,408	0	107,408	0	0
0200-3-12 -6809-12-01-3-00-81112 -2305	DALLIN/SPED T					52,978	0	52,978	0	0
0200-3-12 -6818-12-01-3-00-81112 -2320	DALLIN/SPEECH					28,076	0	28,076	0	0
0200-3-12 -6824-12-02-3-00-81116 -2330	DALLIN/INCLUS					77,930	0	77,930	0	0
0200-3-12 -6833-12-01-3-00-81112 -2710	DALLIN/SOCIAL					18,179	(18,179)	0	0	0
0200-3-12 -6845-12-01-3-00-81116 -2330	DALLIN/ONE TO					62,344	0	62,344	0	0
0200-3-12 -6965-12-01-3-00-81113 -4110	DALLIN/CUSTOD	75,831	75,831	84,657		84,907	0	84,907	10,650	0
TOTAL CA - DALLIN - SAL		1,126,440	1,318,810	1,174,354	30,877	1,461,656	12,698	1,474,354	208,804	30,877
02011282 CA - DALLIN - EXP										
0200-3-0001-0000-12-00-3-82-8350 -2110	DALLIN-CURRIC	8,406	8,406	3,421		5,394	0	5,394	0	0
TOTAL CA - DALLIN - EXP										
						0	0	0	0	0
02011581 CA - HARDY - SAL										
0200-3-0001-0000-15-00-3-81-8032 -2305	CA TEACHER (K	35,085	66,601	46,890		0	0	0	18,729	0
0200-3-0001-0000-15-00-3-81-8039 -2305	CA TEACHER (G	768,178	821,848	700,735	121,113	692,963	121,113	814,076	134,219	121,113
0200-3-0001-0000-15-00-3-81-8052 -2325	HARDY SCH SUB	0	0	27,541		0	0	0	696	0
0200-3-15 -6548-15-01-3-00-81112 -2305	HARDY/P.E. TE					59,108	0	59,108	0	0
0200-3-15 -6554-15-01-3-00-81117 -3200	HARDY/HEALTH					25,000	0	25,000	0	0
0200-3-15 -6566-15-01-3-00-81111 -2210	HARDY/PRINCIP	105,063	105,142	107,271		105,575	0	105,575	20,225	0
0200-3-15 -6566-15-01-3-00-81115 -2210	HARDY/CLERICA	48,753	48,753	49,595		35,505	0	35,505	0	0
0200-3-15 -6581-15-01-3-00-81112 -2310	HARDY/READING					62,028	0	62,028	0	0
0200-3-15 -6809-15-02-3-00-81112 -2305	HARDY/SPED TE					50,000	0	50,000	0	0
0200-3-15 -6818-15-01-3-00-81112 -2320	HARDY/SPEECH					21,533	0	21,533	0	0
0200-3-15 -6824-15-02-3-00-81116 -2330	HARDY/INCLUSI					93,516	0	93,516	0	0
0200-3-15 -6833-15-01-3-00-81112 -2710	HARDY/SOCIAL					21,191	0	21,191	0	0
0200-3-15 -6965-15-01-3-00-81113 -4110	HARDY/CUSTODI	85,122	85,122	84,873		84,075	0	84,075	15,337	0
TOTAL CA - HARDY - SAL		1,042,201	1,127,466	1,016,905	121,113	1,250,494	121,113	1,371,607	189,205	121,113

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200 SCHOOL GENERAL FUND										
02011582 CA - HARDY - EXP										
0200-3-0001-0000-15-00-3-82-8350 -2110	HARDY-CURRICU	7,897	7,897	7,316		5,067	0	5,067	0	0
TOTAL CA - HARDY - EXP						0	0	0	0	0
02011881 CA - PEIRCE - SAL										
0200-3-0001-0000-18-00-3-81-8032 -2305	CA TEACHER (K	10,773	21,700	0		0	0	0	0	0
0200-3-0001-0000-18-00-3-81-8039 -2305	CA TEACHER (G	568,938	649,927	570,801		569,633	0	569,633	100,217	0
0200-3-0001-0000-18-00-3-81-8052 -2325	PEIRCE SCH SU	0	0	17,030		0	0	0	1,610	0
0200-3-18 -6554-18-01-3-00-81117 -3200	PEIRCE/HEALTH					26,599	0	26,599	0	0
0200-3-18 -6566-18-01-3-00-81111 -2210	PEIRCE/PRINCI	105,578	105,657	107,190		93,605	0	93,605	19,117	0
0200-3-18 -6566-18-01-3-00-81115 -2210	PEIRCE/CLERIC	38,303	38,303	34,544		35,055	0	35,055	0	0
0200-3-18 -6581-18-01-3-00-81112 -2310	PEIRCE/READIN					68,889	0	68,889	0	0
0200-3-18 -6809-18-02-3-00-81112 -2305	PEIRCE/SPED T					295,829	0	295,829	0	0
0200-3-18 -6818-18-01-3-00-81112 -2320	PEIRCE/SPEECH					41,333	0	41,333	0	0
0200-3-18 -6824-18-02-3-00-81116 -2330	PEIRCE/INCLUS					93,516	0	93,516	0	0
0200-3-18 -6833-18-01-3-00-81112 -2710	PEIRCE/SOCIAL					25,000	0	25,000	0	0
0200-3-18 -6845-18-02-3-00-81116 -2330	PEIRCE/ONE TO					15,586	0	15,586	0	0
0200-3-18 -6965-18-01-3-00-81113 -4110	PEIRCE/CUSTOD	79,594	79,594	84,918		84,075	0	84,075	11,845	0
TOTAL CA - PEIRCE - SAL		803,186	895,181	814,484	0	1,349,120	0	1,349,120	132,789	0
02011882 CA - PEIRCE - EXP										
0200-3-0001-0000-18-00-3-82-8350 -2110	PEIRCE-CURRIC	5,378	5,378	5,321		3,451	0	3,451	0	0
TOTAL CA - PEIRCE - EXP						0	0	0	0	0
02012181 CA - STRATTON - SAL										
0200-3-0001-0000-21-00-3-81-8032 -2305	CA TEACHER (K	33,556	33,556	18,530		0	0	0	0	0
0200-3-0001-0000-21-00-3-81-8039 -2305	CA TEACHER (G	637,017	704,369	597,252	75,777	671,290	75,777	747,067	105,113	75,777
0200-3-0001-0000-21-00-3-81-8052 -2325	STRAT SCH SUB	0	0	16,650		0	0	0	780	0
0200-3-21 -6548-21-01-3-00-81112 -2305	STRATTON/P.E.					67,268	0	67,268	0	0
0200-3-21 -6554-21-01-3-00-81117 -3200	STRATTON/HEAL					56,787	0	56,787	0	0
0200-3-21 -6566-21-01-3-00-81111 -2210	STRATTON/PRIN	105,578	105,611	107,771		106,075	0	106,075	20,225	0
0200-3-21 -6566-21-01-3-00-81115 -2210	STRATTON/CLER	42,316	42,316	39,597		35,055	0	35,055	0	0
0200-3-21 -6581-21-01-3-00-81112 -2310	STRATTON/READ					74,078	0	74,078	0	0
0200-3-21 -6809-21-02-3-00-81112 -2305	STRATTON/SPED					72,016	0	72,016	0	0
0200-3-21 -6818-21-01-3-00-81112 -2320	STRATTON/SPEE					40,361	0	40,361	0	0
0200-3-21 -6824-21-02-3-01-81116 -2330	STRATTON/INCL					62,344	0	62,344	0	0
0200-3-21 -6833-21-01-3-00-81112 -2710	STRATTON/SOCI					21,191	0	21,191	0	0
0200-3-21 -6845-21-02-3-00-81116 -2330	STRATTON/ONE					31,172	0	31,172	0	0
0200-3-21 -6965-21-01-3-00-81113 -4110	STRATTON/CUST	75,505	75,505	68,255		75,553	0	75,553	2,746	0
TOTAL CA - STRATTON - SAL		893,972	961,357	848,055	75,777	1,313,190	75,777	1,388,967	128,864	75,777
02012182 CA STRATTON - EXP										
0200-3-0001-0000-21-00-3-82-8350	STRATTON-CURRIC	7,001	7,001	4,326	0	4,492	0	4,492		
02012481 CA - THOMPSON - SAL										
0200-3-0001-0000-24-00-3-81-8032 -2305	CA TEACHER (K	36,510	206,542	67,333		52,978	0	52,978	0	156,284
0200-3-0001-0000-24-00-3-81-8039 -2305	CA TEACHER (G	854,460	1,053,147	773,882	156,284	635,339	156,284	791,623	117,589	0
0200-3-0001-0000-24-00-3-81-8052 -2325	THOMP SCH SUB	0	0	16,882		0	0	0	764	0
0200-3-24 -6554-24-01-3-00-81117 -3200	THOMSPON/HEAL					34,445	0	34,445	0	0
0200-3-24 -6566-24-01-3-00-81111 -2210	THOMPSON/PRIN	105,063	105,063	107,193		105,575	0	105,575	20,225	0
0200-3-24 -6566-24-01-3-00-81115 -2210	THOMPSON/CLER	40,949	40,949	44,698		34,155	0	34,155	0	0
0200-3-24 -6581-24-01-3-00-81112 -2310	THOMPSON/READ					165,129	0	165,129	0	0
0200-3-24 -6809-24-02-3-00-81112 -2305	THOMPSON/SPED					68,889	0	68,889	0	0
0200-3-24 -6818-24-01-3-00-81112 -2320	THOMPSON/SPEE					28,076	0	28,076	0	0
020-3-0016-24-00-3-81-8057-2710	THOMPSON SB OTHER	0	1	0						
0200-3-24 -6824-24-02-3-00-81116 -2330	THOMPSON/INCL					101,309	0	101,309	0	0
0200-3-24 -6833-24-01-3-00-81112 -2710	THOMPSON/SOIC					25,000	0	25,000	0	0
0200-3-24 -6965-24-01-3-00-81113 -4110	THOMPSON/CUST	73,852	73,852	54,767		84,075	0	84,075	10,909	0
TOTAL CA - THOMPSON - SAL		1,110,834	1,479,554	1,064,755	156,284	1,334,970	156,284	1,491,254	149,487	156,284
02012482 CA THOMPSON- EXP										
0200-3-0001-0000-24-00-3-82-8350	THOMPSON -CURRIC	7,970	7,970	4,590		5,114	0	5,114		
02012981 CA - ESW - SAL										
0200-3-0001-0000-29-00-3-81-803201-2330	ESW KINDERGAR	1	1	0		0	0	0	0	0
0200-3-0001-0000-29-00-3-81-8052 -2325	ESW SUBSTITUT	145,000	145,000	17,910		0	0	0	360	0
0200-3-29 -6506-29-01-3-03-81203 -2325	SUBSTITUTE TE					150,000	0	150,000	0	0
0200-3-29 -6506-29-01-3-03-81204 -2325	EXTENDED DAY					40,840	0	40,840	0	0
0200-3-29 -6512-01-03-3-03-81112 -2310	ELEM SW ELL T	218,833	220,949	222,680		228,508	0	228,508	0	0
0200-3-29 -6512-01-03-3-03-81116 -2330	ELEM SW ELL T					17,817	0	17,817	0	0
0200-3-29 -6536-29-01-3-03-81112 -2305	ELEM SW ART T	189,692	215,575	185,110		114,290	0	114,290	0	0
0200-3-29 -6539-29-01-3-03-81112 -2305	ELEM SW MUSIC	244,197	284,366	236,788		140,426	0	140,426	0	0
0200-3-29 -6566-29-01-3-03-81114 -3400	SW ELEM FOOD					111,571	0	111,571	0	0
020-3-0030-0000-29-00-3-81-8/070-2720	ESW TEAM CHAIR	0	11,057	0						
0200-3-29 -6760-29-01-3-03-81112 -2220	SW C&I READIN					15,780	0	15,780	0	0
0200-3-0006-0000-29-00-3-81-8037 -2310	ESW READING S	395,777	600,534	652,161		0	0	0	80,931	0
0200-3-0012-0000-29-00-3-81-8012 -2305	ESW PE SALARI	389,439	453,580	373,220		0	0	0	30,288	0
0200-3-0012-0000-29-00-3-81-8026 -2305	ESW ACE/GIFTE	93,355	96,039	94,172		0	0	0	0	0
0200-3-0012-0000-29-00-3-81-8040 -2305	ESW MUSIC INS	4,687	4,687	0		0	0	0	0	0
0200-3-0012-0000-29-00-3-81-8060 -2340	ESW LIBRARY S	93,516	97,489	79,789		0	0	0	0	0
0200-3-0008-0000-29-00-3-81-807901-2305	ESW TEACHER C	34,400	34,400	49,500		0	0	0	11,346	0
0200-3-0030-0000-29-00-3-81-8074 -2305	ESW SPED TEAC	883,266	933,266	960,195		0	0	0	179,611	0
0200-3-0044-0000-29-00-3-81-815002 -2210	ESW CLERICAL SU	1	882	833						
0200-3-0044-0000-29-00-3-81-8152 -2210	ESW LUNCH-REC	67,280	67,280	101,367		0	0	0	4,528	0
0200-3-0056-0000-29-00-3-81-805004-3520	ESW EXTRA CUR	9,477	9,477	7,285		0	0	0	230	0
TOTAL CA - ESW - SAL		2,768,921	3,174,582	2,981,009	0	819,232	0	819,232	307,295	0
02016507 SECONDARY EDUCATION										
0200-3-01 -6507-01-10-5-02-84201 -2430	OFFICE SUPPLI	27,713	27,929	47,795		19,399	273	19,672	0	0
0200-3-01 -6507-01-10-5-02-85100 -2220	EDUCATIONAL S					0	0	0	180	0
0200-3-01 -6507-01-10-5-02-85101 -2430	REPRO PAPER T					0	0	0	106	1,114

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200 SCHOOL GENERAL FUND										
0200-3-01 -6507-01-10-5-02-85103 -2415	INSTRUCTIONAL					0	0	0	0	1,959
0200-3-01 -6507-01-10-5-02-85106 -2410	HIGH SCH/TEXT	30,000	30,000	32,210		21,000	0	21,000	1,563	6,294
0200-3-01 -6507-01-10-5-02-85803 -2210	GRADUATION SE	15,000	16,950	6,688		10,500	1,110	11,610	0	0
0200-3-01 -6507-01-10-5-02-87301 -3510	PROFESSIONAL					0	0	0	2,609	0
TOTAL SECONDARY EDUCATION		72,713	74,879	86,693	0	50,899	1,383	52,282	4,458	9,368
02016521 MATH										
0200-3-01 -6566-01-10-5-07-85103 -2415	HIGH SCH LEAD					14,000	0	14,000	0	0
02016575 PROFESSIONAL DEVELOPMENT										
0200-3-01 -6575-01-10-5-00-87105 -2353	WORKSHOPS STI	6,025	6,025	7,760		4,218	0	4,218	0	0
02380182 ATHLETICS - HS - EXP										
0200-3-0038-0000-01-00-5-82-8333-3510	ATHLETICS BOYS	70,000	70,000	35,520						
0200-3-0038-0000-01-00-5-82-8334-3510	ATHLETICS GIRLS	30,000	30,000	42,414						
0200-3-0038-0000-01-00-5-82-8868-3510	BOYS ATHLETIC T	15,000	15,000	15,458						
0200-3-0038-0000-01-00-5-82-8369-3510	GIRLS ATHLETIC	10,000	10,000	0						
0200-3-0038-0000-49-00-5-82-8516-3510	SW ATHLETICS SU	35,800	36,585	101,160						
TOTAL SECONDARY EDUCATION		160,800	161,585	194,552						
0200-3-01 -6624-01-65-9-00-83804 -3510	ATHLETIC SERV					0	0	0	2,445	0
TOTAL ATHLETICS/BOYS/FOOTBALL										
02036507 SECONDARY EDUCATION										
0200-3-03 -6507-03-01-4-01-81318 -2305	TEACHER ROOM					0	0	0	1,177	0
0200-3-03 -6507-03-01-4-01-83101 -4450	PROFESSIONAL					0	0	0	637	0
0200-3-03 -6507-03-01-4-01-84201 -2430	OFFICE SUPPLI	24,298	24,298	32,103		17,008	0	17,008	0	108
0200-3-03 -6507-03-01-4-01-85100 -2430	EDUCATIONAL S					0	0	0	0	570
0200-3-03 -6507-03-01-4-01-85101 -2430	REPRO PAPER T					0	0	0	0	12,050
0200-3-03 -6507-03-01-4-01-85103 -2415	INSTRUCTIONAL					0	0	0	0	4,966
0200-3-03 -6507-03-01-4-01-85106 -2410	MIDDLE SCH/TE	20,000	20,050	12,552		14,000	0	14,000	0	1,312
0200-3-03 -6507-03-01-4-01-85806 -3600	MISC SUPPLIES					0	0	0	0	957
TOTAL SECONDARY EDUCATION		44,298	44,348	44,654	0	31,008	0	31,008	1,814	19,963
02036575 PROFESSIONAL DEVELOPMENT										
0200-3-03 -6575-03-07-4-00-87105 -2353	WORKSHOPS STI	4,525	4,750	2,083		3,168	0	3,168	225	0
0200-3-03 -6575-03-07-4-00-87202 -2357	TRAINING EDUC					0	0	0	500	0
02036965 CUSTODIAL SERVICE										
0200-3-03 -6965-03-01-4-00-82904 -4110	CUSTODIAL SUP					0	0	0	4,160	10,400
TOTAL CUSTODIAL SERVICE										
02036970 MIDDLE SCH BUSING REIMBURSEMEN										
0200-3-03 -6970-03-01-4-00-83303 -2440	OTTO BUSING R					0	0	0	5,663	0
TOTAL MIDDLE SCH BUSING REIMBURSEMEN						0	0	0	5,663	0
02066503 KINDERGARTEN										
0200-3-06 -6506-06-01-3-00-84201 -2430	OFFICE SUPPLI	12,850	12,850	9,065		8,117	0	8,117	0	0
0200-3-06 -6506-06-01-3-00-85101 -2430	REPRO PAPER T					0	0	0	0	6,688
0200-3-06 -6506-06-01-3-00-85103 -2415	INSTRUCTIONAL					0	0	0	0	4,589
0200-3-06 -6506-06-01-3-00-85106 -2410	BISHOP/TEXTBO	5,000	5,000	2,231		3,500	0	3,500	1,442	1,353
TOTAL ELEMENTARY EDUCATION		17,850	17,850	11,296		11,617	0	11,617	1,442	12,630
02066575 PROFESSIONAL DEVELOPMENT										
0200-3-06 -6575-06-07-3-00-87105 -2353	WORKSHOP STIP	1,575	1,575	0		1,011	0	1,011	0	0
02096506 ELEMENTARY EDUCATION										
0200-3-09 -6506-09-01-3-00-84201 -2430	OFFICE SUPPLI	14,617	14,876	19,273		9,379	0	9,379	0	174
0200-3-09 -6506-09-01-3-00-85101 -2430	REPRO PAPER T					0	0	0	0	5,006
0200-3-09 -6506-09-01-3-00-85103 -2415	INSTRUCTIONAL					0	0	0	0	4,654
0200-3-09 -6506-09-01-3-00-85106 -2410	BRACKETT/TEXT	5,000	5,000	3,710		3,500	0	3,500	0	1,038
TOTAL ELEMENTARY EDUCATION		19,617	19,876	22,983	0	12,879	0	12,879	0	10,872
02096575 PROFESSIONAL DEVELOPMENT										
0200-3-09 -6575-09-07-3-00-87105 -2353	WORKSHOP STIP	1,575	1,575	284		1,011	0	1,011	0	0
02120181 NCA - HS - SALARIES										
0200-3-0012-0000-01-00-5-81-8035 -2305	HS TECH ED SA					0	0	0	9,895	0
02126506 ELEMENTARY EDUCATION										
0200-3-12 -6506-12-01-3-00-81112 -2305	DALLIN/ELEMEN								0	0
0200-3-12 -6506-12-01-3-00-84201 -2430	OFFICE SUPPLI	11,769	11,999	14,315		7,551	716	8,267	0	0
0200-3-12 -6506-12-01-3-00-85101 -2430	REPRO PAPER T					0	0	0	0	3,025
0200-3-12 -6506-12-01-3-00-85103 -2415	INSTRUCTIONAL					0	0	0	0	6,887
0200-3-12 -6506-12-01-3-00-85106 -2410	DALLIN/TEXTBO	5,000	5,000	4,190		3,500	0	3,500	0	0
TOTAL ELEMENTARY EDUCATION		16,769	16,999	18,505	0	11,051	716	11,767	0	9,913
02126575 PROFESSIONAL DEVELOPMENT										
0200-3-12 -6575-12-07-3-00-87105 -2353	WORKSHOP STIP	1,350	1,350	0		866	0	866	0	0

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	
0200 SCHOOL GENERAL FUND											
02156506 ELEMENTARY EDUCATION											
0200-3-15	-6506-15-01-3-00-84201 -2430		11,056	11,056	14,777	7,094	0	7,094	0	0	
0200-3-15	-6506-15-01-3-00-85100 -2430					0	0	0	0	0	
0200-3-15	-6506-15-01-3-00-85101 -2430					0	0	0	63	3,206	
0200-3-15	-6506-15-01-3-00-85103 -2415					0	0	0	437	7,577	
0200-3-15	-6506-15-01-3-00-85106 -2410		5,000	6,770	5,724	3,500	0	3,500	328	137	
TOTAL ELEMENTARY EDUCATION			16,056	17,826	20,502	0	10,594	0	10,594	828	10,920
02156575 PROFESSIONAL DEVELOPMENT											
0200-3-15	-6575-15-07-3-00-87105 -2353		1,200	1,200	0	770	0	770	0	0	
02156584 SUMMER SCH/SPED/HARDY SCH											
0200-3-0030-6584-15-02-3-00-81119 -2305	SPED SUMMER S					0	0	0	46,685	0	
0200-3-0030-6584-15-02-3-00-81202 -3300	TEMPORARY SAL					0	0	0	720	0	
TOTAL SUMMER SCH/SPED/HARDY SCH						0	0	0	47,405	0	
02156960 FACILITIES MAINT/PAINT/HARDY											
0200-3-15	-6960-15-28-9-00-82410 -4220					0	0	0	2,350	0	
02186506 ELEMENTARY EDUCATION											
0200-3-18	-6506-18-01-3-00-84201 -2430		7,429	7,429	11,144	4,831	0	4,831	0	0	
0200-3-18	-6506-18-01-3-00-85100 -2410					0	0	0	0	164	
0200-3-18	-6506-18-01-3-00-85101 -2430					0	0	0	0	2,975	
0200-3-18	-6506-18-01-3-00-85103 -2415					0	0	0	0	2,854	
0200-3-18	-6506-18-01-3-00-85106 -2410		5,000	5,000	2,690	3,500	0	3,500	0	1,194	
TOTAL ELEMENTARY EDUCATION			12,429	12,429	13,835	0	8,331	0	8,331	0	7,188
02186575 PROFESSIONAL DEVELOPMENT											
0200-3-18	-6575-18-07-3-00-87105 -2353		900	900	0	578	0	578	0	0	
02216506 ELEMENTARY EDUCATION											
0200-3-21	-6506-21-01-3-00-84201 -2430		9,801	10,125	14,045	6,289	0	6,289	0	0	
0200-3-21	-6506-21-01-3-00-85100 -2410					0	0	0	0	365	
0200-3-21	-6506-21-01-3-00-85101 -2430					0	0	0	0	3,730	
0200-3-21	-6506-21-01-3-00-85103 -2415					0	0	0	0	6,919	
0200-3-21	-6506-21-01-3-00-85106 -2410		5,000	5,000	2,205	3,500	0	3,500	0	913	
0200-3-21	-6506-21-01-3-00-85106 -2415					0	0	0	0	580	
TOTAL ELEMENTARY EDUCATION			14,801	15,125	16,250	0	9,789	0	9,789	0	12,507
02216575 PROFESSIONAL DEVELOPMENT											
0200-3-21	-6575-21-07-3-00-87105 -2353		1,275	1,275	600	818	0	818	0	0	
02216960 STRATTON/REMOVAL FLOOR TILE											
0200-3-21	-6960-21-28-9-00-82405 -4220					0	0	0	4,750	3,400	
02242982 TEXTBOOKS - ELEMENTARY											
0200-3-0024-0000-29-00-3-82-8400-2410	ELEMENTARY TEXT		0	0	4,392						
02246506 ELEMENTARY EDUCATION											
0200-3-24	-6506-24-01-3-00-84201 -2430		11,158	11,195	11,542	7,160	0	7,160	0	150	
0200-3-24	-6506-24-01-3-00-85101 -2430					0	0	0	911	5,407	
0200-3-24	-6506-24-01-3-00-85103 -2415					0	0	0	0	5,943	
0200-3-24	-6506-24-01-3-00-85106 -2410		5,000	5,000	2,927	3,500	0	3,500	0	0	
TOTAL ELEMENTARY EDUCATION			16,158	16,195	14,469	0	10,660	0	10,660	911	11,500
02246575 PROFESSIONAL DEVELOPMENT											
0200-3-24	-6575-24-07-3-00-87105 -2353		1,200	1,200	0	770	0	770	0	0	
02296581 READING INTERVENTIONS											
0200-3-29	-6581-29-32-3-06-85106 -2410					14,000	0	14,000	0	0	
02296700 C&I LEADERSHIP											
0200-3-29	-6700-29-01-3-01-85103 -2415		7,500	7,500	0	5,090	0	5,090	0	0	
02304981 SPED - SW - SALARIES											
0200-3-0030-0000-49-00-9-81-8070 -2720	SW TEAM CHAIR		330,263	330,263	180,555	0	0	0	31,808	0	
0200-3-0030-0000-49-00-9-81-8071 -2110	SPED ADMINIST		416,781	416,781	110,255	370,000	0	370,000	20,690	0	
0200-3-0030-0000-49-00-9-81-8074 -2305	SW SPED TEACH		254,477	254,477	636,766	0	0	0	82,076	0	
0200-3-0030-0000-49-00-9-81-8076 -2320	SW SPED SPEEC		193,626	234,684	282,993	0	0	0	54,381	0	
0200-3-0030-0000-49-00-9-81-807703-2305	SW SPED PRE-S		160,889	181,967	75,823	0	0	0	16,727	0	
0200-3-0030-0000-49-00-9-81-807704-2320	SW SPED OT SA		92,899	92,899	166,954	0	0	0	16,875	0	
0200-3-0030-0000-49-00-9-81-807705-2330	SW SPED TA'S		1,095,158	1,095,158	1,321,672	0	58,948	58,948	(378)	58,948	
0200-3-0030-0000-49-00-9-81-807706-3100	SW SPED PAREN		42,991	42,991	44,418	0	0	0	8,377	0	
0200-3-0030-0000-49-00-9-81-807707-2710	SW SPED EARLY		60,094	60,094	291,690	0	0	0	63,275	0	
0200-3-0030-0000-49-00-9-81-807708-2310	SW SPED BEHAVIO		52,477	109,391	0						
0200-3-0030-0000-49-00-9-81-807715-2315	SW SPED OUT OF		80,781	80,781	15,973						
0200-3-0030-0000-49-00-9-81-8150 -2110	SPED CLERICAL		77,789	99,006	134,718	117,825	0	117,825	7,204	0	
0200-3-45	-6806-01-02-9-00-81117 -2110					26,237	0	26,237	0	0	
0200-3-45	-6836-01-02-9-00-81112 -2800					281,970	0	281,970	0	0	
0200-3-45	-6836-01-02-9-00-81201 -2720					0	0	0	687	0	
0200-3-25	-6800-01-02-1-00-81111 -2110					50,000	0	50,000	0	0	
0200-3-25	-6800-01-02-1-00-81116 -2330					128,585	0	128,585	0	0	
0200-3-25	-6809-01-02-1-00-81112 -2305					237,244	0	237,244	0	0	
0200-3-25	-6818-01-02-1-00-81112 -2320					121,190	0	121,190	0	0	
0200-3-25	-6833-01-02-1-00-81112 -2710					5,000	0	5,000	0	0	

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200	SCHOOL GENERAL FUND									
TOTAL SPED - SW - SALARIES		2,858,225	2,998,492	3,261,818	58,948	1,338,051	58,948	1,396,999	301,723	58,948
02304982 SPED - SW - EXP										
0200-3-0030-0000-49-00-9-82-8300	-2800 DRUG & ALCOHO	15,000	15,000	0		0	0	0	0	0
0200-3-0030-0000-49-00-9-82-8311	-2320 SPED CONTRACT	207,633	235,527	206,922		0	25,026	25,026	3,959	22,499
0200-3-0030-0000-49-00-9-82-8312	-2320 SPED PRE-SCHOOL	101,589	105,314	2,675						
0200-3-0030-0000-49-00-9-82-8325	-9100 OUT OF DISTRI	0	8,031	305,221		0	233	233	0	233
0200-3-0030-0000-49-00-9-82-8325	-9200 OUT OF DISTRI	0	0	207,377		0	31,136	31,136	0	31,136
0200-3-0030-0000-49-00-9-82-8325	-9300 OUT OF DISTRI	1,990,047	2,062,725	2,112,039		0	180,604	180,604	31,862	148,743
0200-3-0030-0000-49-00-9-82-8325	-9400 OUT OF DISTRI	750,000	750,000	1,345,660		0	0	0	0	0
0200-3-45 -6848-45-02-9-05-83201	-9300 OUT OF DISTRI					4,440,036	0	4,440,036	100,755	1,630,833
0200-3-45 -6851-36-23-9-00-83201	-9300 TUITION OTHER					0	0	0	118,043	1,011,924
0200-3-0030-0000-49-00-9-82-8350	-2410 CURRICULUM SU	11,520	11,850	3,832		8,064	20	8,084	0	20
0200-3-0030-0000-49-00-9-82-8350	-2720 TESTING AND ASSE	10,750	10,750	246		7,525	0	7,525		
0200-3-0030-0000-49-00-9-82-835901-4450	TECHNOLOGY SUPP	0	0	8,279						
0200-3-0030-0000-49-00-9-82-8659-2420	INSTRUCTIONAL E	21,500	21,500	2,517						
0200-3-0030-0000-49-00-9-82-8861	-3300 HOMELESS TRAN	75,250	83,756	24,312		0	8,646	8,646	0	8,646
0200-3-0030-0000-49-00-9-82-8863	-2110 SPED MILEAGE/	2,000	2,000	136		0	2,364	2,364	0	2,364
0200-3-0030-0000-49-00-9-82-8866	-3300 SPED TRANSPOR	625,673	700,809	647,282		0	62,376	62,376	40,820	21,622
0200-3-81 -6975-49-02-9-09-83301	-3300 CONTRACTED TR					936,250	0	936,250	(850)	0
0200-3-0030-0000-49-00-9-82-8867-3300	VEHICLE/INS	1	1	1						
0200-3-81 -6990-49-07-9-09-83301	-3300 CONTRACTED TR					100,000	0	100,000	0	0
TOTAL SPED - SW - EXP		3,810,963	4,007,263	4,866,499	0	5,491,875	310,405	5,802,280	294,589	2,878,020
02856812 OT/PT										
0200-3-85 -6812-01-02-9-00-81112	-2320 SPED SLCA OT/					24,501	0	24,501	0	0
02856818 SPEECH/LANGUAGE										
0200-3-85 -6818-01-02-9-00-81112	-2320 SPED SLCA/SPE					43,729	0	43,729	0	0
02856821 BEHAVIORAL SUPPORT										
0200-3-85 -6821-01-02-9-00-81116	-2330 SPED SLCA/BEH					92,000	0	92,000	0	0
02856827 SELF CONTAINED ACADEMIC INST										
0200-3-85 -6827-01-02-9-00-81112	-2305 SPED SLCA/SEL					395,464	0	395,464	0	0
0200-3-85 -6827-01-02-9-00-81116	-2330 SPED SLCA/SEL					171,446	0	171,446	0	0
TOTAL SELF CONTAINED ACADEMIC INST						566,910	0	566,910	0	0
02856833 SPED SLCA SOCIAL WORKERS SAL										
0200-3-85 -6833-30-02-9-00-81112	-2710 SPED SLCA SOC					86,193	0	86,193	0	0
02866812 OT/PT										
0200-3-86 -6812-01-02-9-00-81112	-2320 SPED SLCB OT/					17,612	0	17,612	0	0
02866818 SPEECH/LANGUAGE										
0200-3-86 -6818-01-02-9-00-81112	-2320 SPED SLCB/SPE					25,253	0	25,253	0	0
02866821 BEHAVIORAL SUPPORT										
0200-3-86 -6821-01-02-9-00-81116	-2330 SPED SLCB BEH					115,000	0	115,000	0	0
02866827 SELF CONTAINED ACADEMIC INST										
0200-3-86 -6827-01-02-9-00-81112	-2305 SPED SLCB SEL					214,580	0	214,580	0	0
0200-3-86 -6827-01-02-9-00-81116	-2330 SPED SLCB SEL					77,930	0	77,930	0	0
TOTAL SELF CONTAINED ACADEMIC INST						292,510	0	292,510	0	0
02866833 SOCIAL WORKERS										
0200-3-86 -6833-01-02-9-00-81112	-2710 SPED SLCB SOC					175,481	0	175,481	0	0
02876812 OT/PT										
0200-3-87 -6812-01-02-9-00-81112	-2320 SPED SLCC OT/					29,201	0	29,201	0	0
02876818 SPEECH/LANGUAGE										
0200-3-87 -6818-01-02-9-00-81112	-2320 SPED SLCC SPE					21,533	0	21,533	0	0
02876827 SELF CONTAINED ACADEMIC INST										
0200-3-87 -6827-01-02-9-00-81112	-2305 SPED SLCC SEL					192,203	0	192,203	0	0
0200-3-87 -6827-01-02-9-00-81116	-2305 SPED SLCC SLE					31,170	0	31,170	0	0
TOTAL SELF CONTAINED ACADEMIC INST						223,373	0	223,373	0	0
02876833 SOCIAL WORKERS										
0200-3-87 -6833-01-02-9-00-81112	-2710 SPED SLCC SOC					22,410	0	22,410	0	0
02306740 C&I ENGLISH										
0200-3-30 -6740-30-01-5-01-81111	-2220 SW C&I ENGLIS	43,860	68,304	69,477		69,477	0	69,477	0	0
02324981 READ/MATH - SW - SAL										
0200-3-0032-0000-49-00-9-81-8104	-2310 SW READ/MATH	23,724	23,724	18,853		0	0	0	700	0
02336705 C&I ELL										
0200-3-33 -6705-33-03-9-07-81111	-2220 SW C&I ADMIN	86,166	100,260	87,421		87,458	0	87,458	0	0

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200 SCHOOL GENERAL FUND 02344981 HLTH RELATED - SW - SAL										
0200-3-0034-0000-49-00-9-81-8103 -3200	NURSING	472,028	526,448	523,363		0	0	0	61,826	0
0200-3-0034-0000-49-00-9-81-810301-2325	NURSING SUBST	10,925	13,598	7,950		0	0	0	250	0
0200-3-49 -6554-01-10-9-00-81117 -3200	SW HEALTH SER					10,925	0	10,925	0	0
TOTAL HLTH RELATED - SW - SAL		482,953	540,046	531,313	0	10,925	0	10,925	62,076	0
02364981 C&I LEADERSHIP										
0200-3-39 -6720-01-10-9-00-81111 -2220	SW C&I MATH A	54,711	82,066	0		45,000	0	45,000	0	0
0200-3-42 -6715-01-10-9-00-81111 -2220	SW SCIENCE AD	64,800	66,337	82,220		45,000	0	45,000	0	0
0200-3-0036-0000-49-00-9-81-811007-2220	C&I WORLD LANG	14,415	14,697	213		14,668	0	14,668		
0200-3-36 -6710-36-10-9-00-81111 -2220	SW C&I HEALTH	66,011	77,742	75,250		65,595	0	65,595	0	0
0200-3-0036-0000-49-00-9-81-811009-2220	C&I PERFORMIN	70,000	78,567	48,034		0	0	0	4,053	0
0200-3-0036-0000-49-00-9-81-811010-2220	C&I GUIDANCE	1	1	1						
Total		269,938	319,410	205,718	0	170,263	0	170,263	4,053	0
02366725 C&I FAMILY SCIENCE										
0200-3-36 -6725-01-10-9-00-81111 -2220	SW FAMILY SCI					17,642	0	17,642	0	0
02384982 ATHLETICS - SW - EXP										
0200-3-0038-0000-49-00-9-82-8516 -3510	SW ATHLETICS					0	232	232	0	235
02404981 AL - SW - SALARIES										
0200-3-0040-0000-49-00-9-81-8064 -1210	SUPERINTENDEN	155,000	241,963	156,581		155,000	0	155,000	31,145	0
0200-3-0040-0000-49-00-9-81-8065 -1220	ASSISTANT SUP	115,000	115,000	124,616		0	0	0	5,124	0
0200-3-63 -3691-01-29-9-00-81111 -1220	ASSISTANT SUP					57,500	0	57,500	0	0
0200-3-63 -3691-01-29-9-00-81115 -1220	ASSISTANT SUP					51,412	0	51,412	5,927	0
0200-3-0050-0000-49-00-9-81-8150 -1210	SUPERINTENDEN	196,152	196,152	220,665		0	0	0	16,064	0
0200-3-60 -6910-01-29-9-00-81115 -1210	SUPERIN CLERI					153,851	0	153,851	18,440	0
Total		466,152	553,115	501,862	0	417,763	0	417,763	76,699	0
02496910 SUPERINTENDENT										
0200-3-49 -6910-49-29-9-07-83101 -1210	SUPERIN/PROF					112,500	0	112,500	0	0
02606910 SUPERINTENDENT										
0200-3-60 -6910-01-29-9-00-83405 -1210	POSTAGE					0	0	0	47	0
0200-3-60 -6910-01-29-9-00-84201 -1210	OFFICE SUPPLI					0	0	0	144	561
0200-3-60 -6910-01-29-9-00-84902 -1210	FOOD SUPPLIES					0	0	0	431	0
0200-3-60 -6910-01-29-9-00-85806 -1210	MISC SUPPLIES					0	0	0	115	798
0200-3-60 -6910-01-29-9-00-87101 -2357	BUSINESS TRAV					0	0	0	691	0
0200-3-60 -6910-01-29-9-00-87202 -1210	TRAINING EDUC					0	0	0	750	0
0200-3-60 -6910-01-29-9-00-87301 -1210	PROFESSIONAL					20,000	0	20,000	55	0
TOTAL SUPERINTENDENT						20,000	0	20,000	2,234	1,359
02456584 SPED OTTOSON SUMMER TEMP SAL										
0200-3-45 -6584-03-02-4-00-81201 -2305	MIDDLE SCH/SU					0	0	0	1,697	0
0200-3-45 -6584-03-02-4-00-81201 -2310	MIDDLE SCH/SU					0	0	0	80	0
TOTAL SPED OTTOSON SUMMER TEMP SAL						0	0	0	1,777	0
02456800 PK-SPED										
0200-3-45 -6800-45-02-1-05-81112 -2320	TEACHER SALAR					0	0	0	1,200	0
0200-3-45 -6800-45-02-1-05-81201 -2305	SPED/PRE-SCH					0	0	0	3,000	0
0200-3-45 -6800-45-02-1-05-81202 -2330	SPED/PRE-SCH					0	0	0	2,650	0
0200-3-45 -6800-45-02-1-05-81202 -3300	TEMPORARY SAL					0	0	0	720	0
0200-3-45 -6800-45-02-1-05-83101 -2320	SPED/PRE-SCH					70,948	0	70,948	0	0
TOTAL PK-SPED						70,948	0	70,948	7,570	0
02456806 SPED ADM MGMT SERVICES										
0200-3-45 -6806-01-02-9-00-81206 -2110	TEMPORARY CLE					0	0	0	1,931	0
0200-3-45 -6806-01-02-9-00-84201 -2430	OFFICE SUPPLI					0	0	0	64	85
0200-3-45 -6806-01-02-9-00-85101 -2430	REPRO PAPER T					0	0	0	391	0
0200-3-45 -6806-01-02-9-00-87101 -2110	BUSINESS TRAV					2,000	0	2,000	0	0
TOTAL SPED ADM MGMT SERVICES						2,000	0	2,000	2,386	85
02456809 SPED/H.S. TEXTS										
0200-3-45 -6809-01-02-5-00-85103 -2410	INSTRUCTIONAL					0	0	0	172	0
02456842 ADAPTIVE TECHNOLOGY										
0200-3-45 -6842-45-02-9-06-85110 -2420	INSTRUCTION E					15,050	0	15,050	0	0
02456845 OUT-OF-DISTRICT/ONE ON ONE AID										
0200-3-45 -6845-36-02-9-00-83201 -9300	OOD/ONE-ON-ON					0	0	0	14,778	63,843
02456854 SPED SUMMER SCHOOL TUITION										
0200-3-45 -6854-36-02-9-00-83201 -9300	TUITION OTHER					0	0	0	6,584	61,311
02456857 SPED CONTRACTED SERVICES										
0200-3-45 -6857-45-02-9-05-83101 -2110	SPED/PROF & T					846,745	0	846,745	0	0
02456863 SPED CURRICULUM										
0200-3-45 -6863-45-02-9-05-85103 -2415	INSTRUCTIONAL								0	

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200	SCHOOL GENERAL FUND									
02456866	LEGAL SERVICES SPECIAL ED									
0200-3-45	-6866-45-23-9-07-83102 -1430					200,000	0	200,000	0	0
02462982	STUDENT SUPPORT - ESW - EXP									
0200-3-0046-0000-29-00-3-82-8326-2800	COUNSELING/PSYC	70,000	70,000	40,000						
02484981	FINANCIAL SALARIES									
0200-3-0048-0000-49-00-9-81-8199-1200	FINANCIAL COLA	1	3,084	0						
024848982	FINANCIAL - SW - EXP									
0200-3-0048-0000-49-00-9-82-8462-5100	MTRB PENSION CO	36,545	36,545	0						
0200-3-0048-0000-49-00-9-82-8800-1410	CONTINGENCY/NON	100,000	100,000	700						
Total		136,545	136,545	700						
02486527	SOCIAL STUDIES/H.S. PROF DEV									
0200-3-48	-6527-01-01-5-00-85106 -2410					0	0	0	0	12,292
0200-3-48	-6527-01-01-5-00-87301 -2357					0	0	0	0	84
TOTAL SOCIAL STUDIES/H.S. PROF DEV						0	0	0	0	12,376
02486745	C&I SOCIAL STUDIES									
0200-3-48	-6745-01-10-9-00-81111 -2220	68,304	81,638	69,448		69,478	0	69,478	0	0
02496575	PROFESSIONAL DEVELOPMENT									
0200-3-49	-6575-49-07-9-00-87105 -2351	4,606	4,606	5,125		6,331	0	6,331	0	0
0200-3-49	-6575-49-07-9-00-87106 -2357	15,000	15,000	7,052		14,423	0	14,423	0	0
0200-3-49	-6575-49-07-9-00-87202 -2357	96,749	97,049	94,596		28,767	2,100	30,867	7,283	0
TOTAL PROFESSIONAL DEVELOPMENT		116,355	116,655	106,774	0	49,521	2,100	51,621	7,283	0
02496584	SUMMER PROGRAMS									
0200-3-49	-6584-49-07-9-06-85103 -2415	15,000	15,000	62,863		10,500	0	10,500	0	0
02496700	C&I LEADERSHIP									
0200-3-49	-6700-49-10-9-00-81111 -2220	39,061	42,411	4,584		35,226	0	35,226	0	0
0200-3-49	-6700-49-10-9-00-81117 -2220					76,259	0	76,259	0	0
0200-3-49	-6700-49-10-9-00-81203 -2325					167,563	0	167,563	0	0
0200-3-0008-0000-49-00-9-81-808002-2120	LEAD TEACHERS	49,548	83,685	16,727		0	0	0	3,345	0
TOTAL C&I LEADERSHIP		88,609	126,096	21,312	0	279,048	0	279,048	3,345	0
02496806	SPED ADM MGMT SERVICES									
0200-3-49	-6806-49-02-9-05-85201 -3200					10,973	0	10,973	0	0
02496857	SPED CONTRACTED SERVICES									
0200-3-49	-6857-49-02-9-05-85103 -2415	10,000	10,000	16,726		7,000	0	7,000	0	0
02496920	BUSINESS OFFICE									
0200-3-49	-6920-49-35-9-07-83404 -4230					40,000	0	40,000	0	0
0200-3-49	-6920-49-35-9-07-84201 -2430					12,250	0	12,250	0	0
0200-3-49	-6920-49-35-9-07-85100 -2410					205,001	0	205,001	0	0
TOTAL BUSINESS OFFICE						257,251	0	257,251	0	0
02496930	GRANTS DEVELOPMENT									
0200-3-49	-6930-49-10-9-00-81117 -1230					32,500	0	32,500	6,158	0
0200-3-49	-6930-49-10-9-00-83101 -4400					1,690	0	1,690	0	0
0200-3-49	-6930-49-10-9-00-85100 -2410					5,500	0	5,500	0	0
TOTAL GRANTS DEVELOPMENT						39,690	0	39,690	6,158	0
02496960	FACILITIES MAINTENANCE									
0200-3-49	-6960-49-10-9-00-81111 -4220					81,415	0	81,415	8,944	0
0200-3-49	-6960-49-10-9-00-81301 -4220	0	0	22,016		50,000	0	50,000	814	0
0200-3-49	-6960-49-10-9-00-81302 -4220					175,000	0	175,000	37,902	0
0200-3-49	-6960-49-10-9-00-81304 -4220					471,074	0	471,074	3,275	0
0200-3-49	-6960-49-10-9-00-81305 -4220					18,000	0	18,000	98	0
0200-3-49	-6960-49-10-9-00-81308 -4220	1,000	1,000	0		18,000	0	18,000	0	0
0200-3-49	-6960-49-10-9-00-81313 -4220				????	5,600	0	5,600	0	0
0200-3-0070-0000-49-00-9-81-8087 -4110	ABSENCE OR VA	0	0	34,042		0	0	0	877	0
0200-3-0070-0000-49-00-9-81-8088 -4220	SCH SNOW/ICE RE	0	0	3,420						
0200-3-0070-0000-49-00-9-81-8096 -4110	CUST - CLOTHI	14,000	14,000	11,600		0	0	0	11,200	0
0200-3-0070-0000-49-00-9-81-8097 -4220	C/M SUPERVISI	77,086	77,086	81,415		0	0	0	6,558	0
0200-3-0070-0000-49-00-9-81-8098 -4220	MAINTENANCE	401,548	401,548	410,470		0	0	0	30,690	0
0200-3-0070-0000-49-00-9-81-809810-4220	MAINT WRK OUT	3,000	3,000	55						
0200-3-0070-0000-49-00-9-81-809811-4220	MAINT.-CLOTHI	4,600	4,600	3,200		0	0	0	2,400	0
0200-3-0070-0000-49-00-9-81-809812-4220	MAINT OT&SUMM	12,500	12,500	0						
0200-3-0070-0000-49-00-9-81-8099 -4220	MAINTEN/OVERT	0	0	809		0	0	0	55	0
TOTAL FACILITIES MAINTENANCE		513,734	513,734	567,026	0	819,089	0	819,089	102,813	0
02496965	CUSTODIAL SERVICE									
0200-3-49	-6965-49-10-9-00-81113 -4110	52,172	52,172	55,720		55,759	0	55,759	6,649	0
0200-3-49	-6965-49-10-9-00-81301 -4110	37,500	37,500	0		0	0	0	153	0
0200-3-49	-6965-49-10-9-00-81307 -4110					0	0	0	168	0
0200-3-49	-6965-49-10-9-00-81308 -4110					0	0	0	1,472	0
0200-3-49	-6965-49-10-9-00-81310 -4110					0	0	0	1,375	0
0200-3-49	-6965-49-10-9-00-81314 -4110					14,000	0	14,000	0	0
0200-3-49	-6965-49-10-9-00-81316 -4110					0	0	0	168	0
0200-3-49	-6965-49-10-9-00-81317 -4110					0	0	0	309	0

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200 SCHOOL GENERAL FUND										
0200-3-0070-0000-49-00-9-81-8126-4110	CUSTODIAL SHIFT	18,000	18,000		0					
0200-3-0070-0000-49-00-9-81-8127 -4110	CUST-WORKING	15,000	15,000	7,568		0	0	0	281	0
TOTAL CUSTODIAL SERVICE		122,672	122,672	63,289	0	69,759	0	69,759	10,575	0
02496998 SYSTEMWIDE EXPENSE										
0200-3-49 -6998-49-10-9-00-81315 -4110	CUSTODIAL AUT					15,190	0	15,190	0	0
0200-3-49 -6998-49-10-9-00-81730 -2305	PENSIONS	50,000	50,000	0		50,000	0	50,000	0	0
0200-3-49 -6998-49-10-9-00-82103 -4130	POWER ELECTRI					0	0	0	62,433	887,567
0200-3-49 -6998-49-10-9-00-82104 -4120	NATURAL GAS					0	0	0	2,470	693,530
0200-3-49 -6998-49-10-9-00-83101 -1230	PROFESSIONAL					0	0	0	110	590
0200-3-49 -6998-49-10-9-00-83807 -1110	INSURANCE					0	0	0	4,428	0
0200-3-49 -6998-49-10-9-00-84201 -1230	OFFICE SUPPLI					0	0	0	150	0
0200-3-49 -6998-49-10-9-00-87601 -5260	COURT JUDGE ME					0	0	0	1,341	0
TOTAL SYSTEMWIDE EXPENSE		50,000	50,000	0	0	65,190	0	65,190	70,931	1,581,687
02502982 OPERATIONS - ESW - EXP										
0200-3-0050-0000-29-00-3-82-8353 -2430	ESW GENERAL	5,000	5,569	569						
02504981 SYSTEMWIDE SALARY ALLOWANCE										
0200-3-0050-0000-49-00-9-81-805007-1410	ADDIT.ADMIN.D	28,137	29,228	29,202		0	0	0	1,629	0
0200-3-0050-0000-49-00-9-81-8068 -1410	CHIEF FINANCI	91,515	111,519	103,319		0	0	0	20,153	0
0200-3-0050-0000-49-00-9-81-806805-1410	BUSINESS OFFI	245,499	245,499	243,684	53,875	0	53,875	53,875	29,750	53,875
0200-3-66 -6692-01-35-9-00-81111 -1410	BUSINESS OFFI					107,120	0	107,120	0	0
0200-3-66 -6692-01-35-9-00-81115 -1410	BUSINESS OFFI					140,564	0	140,564	14,464	0
0200-3-66 -6692-01-35-9-00-81117 -1410	BUSINESS OFFI					85,854	0	85,854	0	0
0200-3-0050-0000-49-00-9-81-8069 -1410	PAYROLL DEPT	251,146	257,173	281,885		0	0	0	29,850	0
0200-3-69 -6925-01-64-9-00-81111 -1410	PAYROLL/ADMIN					90,262	0	90,262	0	0
0200-3-69 -6925-01-64-9-00-81115 -1410	PAYROLL/CLERI					168,733	0	168,733	17,840	0
0200-3-69 -6925-01-64-9-00-84201 -1410	OFFICE SUPPLI					0	0	0	695	0
0200-3-69 -6925-01-64-9-00-84201 -2430	OFFICE SUPPLI					2,850	0	2,850	0	0
0200-3-0050-0000-49-00-9-81-808003-1410	OPERATION - SW	1	3,839	0		0	0	0	1,263	0
0200-3-0050-0000-49-00-9-81-8120 -1110	SCHOOL COMMIT					0	0	0	4,071	0
0200-3-0050-0000-49-00-9-81-8130 -2325	SW CLERICAL S	25,000	25,000	44,116		0	0	0	18,058	0
0200-3-0050-0000-49-00-9-81-8153 -2305	CURRICULUM AN	73,985	73,985	101,284		0	0	0		
TOTAL SYSTEMWIDE SALARY ALLOWANCE		715,283	746,243	803,491	53,875	595,383	53,875	649,258	137,775	53,875
02504982 OPERATIONS - SW - EXP										
0200-3-0050-0000-49-00-9-82-8251-1420	ADVERTISING	30,000	31,201	5,317		30,000	0	30,000		
0200-3-0050-0000-49-00-9-82-8305 -4230	COPIER MAINT E	15,000	15,000	15,374		0	0	0	0	26,994
0200-3-0050-0000-49-00-9-82-8330 -1230	GRANTS PREPAR	5,500	5,500	0		0	0	0	0	0
0200-3-0050-0000-49-00-9-82-8351 -1430	LEGAL SERVICE	300,000	321,454	339,022		0	46,480	46,480	39,939	6,540
0200-3-60 -6905-42-29-9-07-83102 -1430	SCH COMM/LEGA					300,000	0	300,000	0	0
0200-3-0050-0000-49-00-9-82-8353 -2430	SW GENERAL SU	12,250	12,558	10,691		0	1,087	1,087	987	108
0200-3-0050-0000-49-00-9-82-8353 -3200	NURSING/HLTH SV	15,675	15,675	7,120						
0200-3-0050-0000-49-00-9-82-8360-1230	SW SUPPLIES/MAT	7,500	7,500	1,180						
0200-3-0050-0000-49-00-9-82-8361-1210	SUPERINTENDENT	12,350	12,350	6,644						
0200-3-0050-0000-49-00-9-82-8362 -1110	SCHOOL COMMIT	2,850	3,136	9,169		2,850	95	2,945	22	73
0200-3-0050-0000-49-00-9-82-8364 -1210	SUPERINTENDEN	4,750	4,750	13,822		4,750	248	4,998	64	184
0200-3-0050-0000-49-00-9-82-8365 -1410	BUSINESS OFFI	2,850	2,850	729		0	0	0	0	0
0200-3-0050-0000-49-00-9-82-8366 -1230	CONTRACTED PR	47,500	52,508	109,016		0	7,071	7,071	5,888	2,592
0200-3-0050-0000-49-00-9-82-8510 -2357	DISTRICT MEMB	20,000	20,000	35,861		0	100	100	0	100
0200-3-0050-0000-49-00-9-82-8640 -4220	GREY BILLS FR	56,000	56,000	0		0	0	0	2,660	0
0200-3-0050-0000-49-00-9-82-867002-3400	FOOD SERVICE/GRY	20,000	20,000	14,606		20,000	0	20,000		
TOTAL OPERATIONS - SW - EXP		552,225	580,482	568,551	0	357,600	55,081	412,681	49,561	36,592
02576900 SCHOOL COMMITTEE										
0200-3-57 -6900-01-27-9-00-81115 -1110	SCHOOL COMM C	40,288	40,288	49,668		40,838	0	40,838	0	0
0200-3-57 -6900-01-27-9-00-83102 -1110	LEGAL SERVICE					0	0	0	19,733	80,267
0200-3-57 -6900-01-27-9-00-83807 -1110	INSURANCE	11,000	11,000	10,822		11,000	0	11,000	0	22,513
TOTAL SCHOOL COMMITTEE		51,288	51,288	60,490	0	51,838	0	51,838	19,733	102,780
02576910 LEGAL FEES/TRAFFIC SUPERV										
0200-3-57 -6910-42-27-9-00-83102 -1110	LEGAL SERVICE					0	0	0	2,535	47,465
TOTAL LEGAL FEES/TRAFFIC SUPERV						0	0	0	2,535	47,465
02604982 UTILITIES - SW - EXP										
0200-3-75 -6960-49-28-9-08-82103 -4130	POWER ELECTRI	908,937	933,232	838,544		677,649	114,281	791,930	0	0
0200-3-75 -6960-49-28-9-08-82102 -4120	FUEL	100,000	100,055	59,562		100,000	0	100,000	0	0
0200-3-75 -6960-49-28-9-08-82104 -4120	NATURAL GAS	701,809	725,872	583,042		884,310	50,862	935,172	0	0
TOTAL UTILITIES - SW - EXP		1,710,746	1,759,159	1,481,148	0	1,661,959	165,143	1,827,102	0	0
02606554 BISHOP SCH/PROFESSIONAL SERV										
0200-3-06 -6554-06-01-3-00-83101 -2357	PROFESSIONAL					0	0	0	3,519	0
02606575 PROF AFFILIATIONS/MEMBERSHIP										
0200-3-60 -6575-42-29-9-00-87301 -1210	PROFESSIONAL					0	0	0	2,000	0
02606905 LEGAL SERVICE SCHOOL COMM										
0200-3-60 -6905-42-29-9-07-87601 -1430	COURT JUDGE ME					200,000	0	200,000	0	0
02606945 SALARY/STUDENT DATA ASSESSMENT										
0200-3-60 -6945-01-29-9-00-81201 -2720	TEMP SALARIES					0	0	0	2,441	0
02636575 PROF DEV/ASSISTANT SUPERIN										
0200-3-63 -6575-34-09-9-00-87202 -2357	TRAINING EDUC					0	0	0	2,500	0

		FY10 Original Budget	FY10 Revised Budget	FY10 Actual	Summer Pay Enc	FY11 ORIGINAL APPROP	TRANFRS ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES
0200 SCHOOL GENERAL FUND										
02636915 ADVERTISEMENT										
0200-3-63 -6915-34-09-9-00-83403 -1220	ASSISTANT SUP					0	0	0	2,525	125
0200-3-63 -6915-34-09-9-00-87105 -1230	WORKSHOPS STI					0	0	0	328	0
TOTAL ADVERTISEMENT						0	0	0	2,853	125
02644981 TECHNOLOGY - SW - SALARY										
0200-3-0064-0000-49-00-9-81-8024 -1450	SW TECHNOLOGY	244,255	246,472	257,828		251,312	0	251,312	36,911	0
02666920 BUSINESS OFFICE										
0200-3-66 -6920-01-24-9-07-83101 -1410	PROFESSIONAL					0	0	0	5,405	24,595
0200-3-66 -6920-01-24-9-07-84201 -2430	OFFICE SUPPLI					12,350	0	12,350	0	0
TOTAL BUSINESS OFFICE		0	0	0	0	12,350	0	12,350	5,405	24,595
02684982 TRANSPORTATION - SW - EXP										
0200-3-0068-0000-49-00-9-82-8864 -3300	MAINTENANCE S	20,000	21,429	16,407		0	9,203	9,203	561	8,642
0200-3-0068-0000-49-00-9-82-8870 -3300	TRANSPORTATION	7,550	7,550	3,247						
0200-3-0068-0000-49-00-9-82-8871 -2440	FIELD TRIP TR	7,500	7,500	980		0	820	820	0	0
0200-3-0068-0000-49-00-9-82-8872 -2440	MIDDLE SCHOOL	0	0	6,637		0	0	0	(1,204)	0
TOTAL TRANSPORTATION - SW - EXP		35,050	36,479	27,270	0	0	10,023	10,023	-644	8,642
02704982 CUSTODIAL/MAINTENANCE EXP										
0200-3-0070-0000-49-00-9-82-830005-4220	OTHER SUBCONT	150,000	150,275	139,229		173,077	1,486	174,563	0	1,486
0200-3-0070-0000-49-00-9-82-8370 -4220	BUILDING MAIN	100,000	100,079	136,285		0	6,583	6,583	359	6,225
0200-3-0070-0000-49-00-9-82-8371 -4110	CUSTODIAL SUP	70,000	70,252	101,949		76,923	2,232	79,155	386	1,846
0200-3-0070-0000-49-00-9-82-8654 -4230	REPAIR REPLAC	30,000	30,000	11,778		0	1,823	1,823	0	1,823
0200-3-0070-0000-49-00-9-82-8674 -4130	TELEPHONE/PAG	20,000	20,069	2,929		0	142	142	58	0
0200-3-0070-0000-49-00-9-82-8675 -4220	H.V.A.C. MAIN	70,000	70,000	109,898		80,000	1,650	81,650	0	1,650
0200-3-0070-0000-49-00-9-82-8676 -4220	BOILER MAINT	52,919	52,919	0					0	
0200-3-0070-0000-49-00-9-82-8683 -4230	ELEVATOR MAIN	12,500	12,500	14,240		12,500	720	13,220	0	720
0200-3-0070-0000-49-00-9-82-8684 -4225	ALARM MAINTEN	14,000	14,000	9,105		14,000	321	14,321	0	321
0200-3-75 -6960-49-28-9-08-82403 -4220	PLUMBING SERV					52,000	0	52,000	3,545	1,535
0200-3-75 -6960-49-28-9-08-82409 -4210	GROUNDS SUPPL					96,154	0	96,154	0	0
0200-3-75 -6960-49-28-9-08-82998 -4220	GREY BILLS FR					56,000	0	56,000	7,989	0
0200-3-75 -6960-49-28-9-08-84321 -4230	EQUIPMENT MAI					29,623	0	29,623	0	0
TOTAL CUSTODIAL/MAINTENANCE EXP		519,419	520,094	525,411	0	590,277	14,957	605,234	12,336	15,605
02756575 MAINT PROF. AFFILIATIONS										
0200-3-75 -6575-28-28-9-00-87301 -4220	PROFESSIONAL					0	0	0	210	0
02786940 INFORMATION TECHNOLOGY										
0200-3-78 -6940-01-62-9-07-83101 -4400	INFORMATION R					79,808	0	79,808	23,484	36,914
0200-3-78 -6940-01-62-9-07-83402 -1450	TELEPHONE/PAG					0	0	0	158	1,342
0200-3-78 -6940-01-62-9-07-83402 -4130	TELEPHONE/PAG					24,038	0	24,038	100	500
0200-3-78 -6940-01-62-9-07-85802 -4400	COMPUTER SUPP	32,000	38,534	12,974		30,769	0	30,769	2,528	5,972
0200-3-78 -6940-01-62-9-07-85804 -4400	COMPUTER SOFT					48,077	0	48,077	32,589	0
0200-3-0064-0000-49-00-9-82-830001-4400	TECHNOLOGY SUPP	70,515	70,515	63,320						
0200-3-0064-0000-49-00-9-82-830002-4400	TECHNOLOGY CO	41,000	42,853	104,018		0	1,163	1,163	580	583
TOTAL INFORMATION TECHNOLOGY		143,515	151,902	180,311	0	182,692	1,163	183,855	59,439	45,310
02816970 TRANSPORTATION REGULAR ED										
0200-3-81 -6970-49-10-9-00-81111 -3300	TRANSPORT/ADM					75,600	0	75,600	33,646	0
0200-3-81 -6970-49-10-9-00-81117 -3300	TRANSPORT/SPE					201,988	0	201,988	424	0
0200-3-81 -6970-49-10-9-00-83302 -2440	FIELD TRIPS					5,250	0	5,250	0	0
0200-3-81 -6970-49-10-9-00-84201 -3300	OFFICE SUPPLI					0	0	0	154	0
0200-3-81 -6970-49-10-9-00-84321 -3300	EQUIPMENT MAI					20,000	0	20,000	237	0
0200-3-81 -6970-49-10-9-00-85100 -3300	TRANSPORT/UNI					7,550	0	7,550	0	0
0200-3-0068-0000-49-00-9-81-8085 -3300	TRANSPORTATIO	268,088	268,088	334,943		0	0	0	26,895	0
0200-3-0068-0000-49-00-9-81-8100 -5500	TRAFFIC SUPER	201,240	201,240	215,653		0	0	0	462	0
0200-3-0068-0000-49-00-9-81-8121 -3300	BUS MONITORS	41,000	41,000	40,511		0	0	0	396	0
TOTAL TRANSPORTATION REGULAR ED		510,328	510,328	591,108	0	310,388	0	310,388	62,215	0
GRAND TOTAL		36,767,221	40,313,276	38,010,439	3,104,929	38,591,451	2,125,481	40,716,932		

Current Year Expenses only:
Less PY Carryforward (3,546,055)
Add FY10 Carryforward to FY11 2,302,837
Additional enc for teachers summer pay 1,525,021
38,292,242



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DRAFT

October 29, 2010

Diane Mahon, Chair
Arlington Board of Selectmen
Town Hall, 2nd floor
730 Massachusetts Avenue
Arlington, MA 02476

Dear Ms. Mahon:

At your request, we have performed the procedures documented below regarding the Arlington School Department's fiscal year 2010 budget deficit. The budget deficit was initially discovered during the annual audit of the Town's financial statements in August, 2010. The deficit represents an illegally overspent appropriation in the Town's general fund budget. This represents a material weakness in the Town's system of internal controls over financial reporting, and it has a direct financial impact for the Town as the deficit will be required to be raised in the subsequent fiscal year. The procedures that follow were designed to address deficiencies in the School Department's budget practices. The procedures did not identify any instances of individuals taking funds for personal use.

Review and report on the School Department's processes and actions that led to the fiscal year 2010 budget deficit.

The Arlington School Department (Department) manages an overall budget of approximately \$45 million (fiscal year 2010), which is comprised of a \$36.8 million general fund appropriation, \$1.7 million in ARRA grants, \$2.7 million in non-ARRA grants and \$4.5 million in other special revenue sources. The Department manages the budget on a combined basis, in which they consider all revenue sources contributing to the total school budget. From a budget management perspective, they do not identify specific budget lines with specific revenue sources, or segregate the general fund budget from grants and other funds. This methodology can be problematic when the non-general fund sources of funding are not realized.

The School Department's budget deficit was not created by the summer pay accrual as the total payroll for the school year, including teacher's summer pay, was properly budgeted and known. The accrual for teacher's summer pay was the final year-end transaction that brought to light the fact that the school had overspent their fiscal year 2010 budget, as it was the final accrual recorded.

Increased Reliance on Fees and Offset Revenues

The Department's fiscal year 2010 budget was balanced by projecting \$4.5 million (10%) of revenues from other special revenue sources. This represents an increase of \$2.2 million from the 4% budgeted in fiscal year 2007, as demonstrated in Appendix B. Over the past several years, the Department has increased its reliance on other special revenue sources to balance annual increases in the Department's budget. Since these other revenue sources are not guaranteed, and can fluctuate significantly from the original projected revenues, this system makes it imperative for the Department to continuously monitor revenues against the budget, and to make timely budget and spending adjustments, should actual revenues not meet the Department's projections. During fiscal year 2010, the Department's initial budget

was balanced with what turned out to be overly-aggressive revenue estimates. The Department recognized that other revenues were not going to meet original projections early in the school year. However, no formal plan was adopted and approved by the School Committee to reduce budgeted appropriations. The Department attempted to cover the shortfalls through spending reductions against non-salary line items. To do this, the Department's CFO, signed all non-salary purchase orders that were processed in an effort to control spending. Throughout the year, the revenue projections continued to decrease and the spending reductions were not enough to cover deficit. School Department documents show that actual receipts in other special revenue sources were \$1.8 million lower than original anticipated (see Appendix E).

The Department used approximately \$1.1 million of cost saving initiatives as a source of funds to balance the fiscal year 2010 budget, as identified in Appendix E of this report. They consist of LABB school credits and distributions, lunch program offsets, special education cost saving initiatives, and custodial savings. These sources do not come to the school in the form of revenue, but are costs that the school predicted it could save in expenditures. The LABB credits and distributions, when available, are used to reduce required payments to the LABB School. If a source of funds does not provide cash from either internal or external sources, then using it to balance a budget creates a structural deficit, as there is no real funding source. Cost saving initiatives should only be used as adjustments to budgeted appropriations.

Inadequate Action Taken to Address Revenue Shortfalls

The Department became aware that actual revenues would not meet projections at various times throughout the fiscal year. Some of the shortfalls were identified as early as September, and others were identified around February. The Department attempted to cover the shortfalls through reductions in non-salary related expenditures and not by formally reducing their total budget and initiating spending reductions sufficient to cover the deficits. This process takes a great deal of effort in monitoring all expenditures, and has no assurance of working. As revenue shortfalls were identified, the Department should have formally reduced its overall spending budget to match projected revenues. This likely would have required staff reductions in the School Department, since approximately 80% of the Department's budget is comprised of salaries. To properly address the revenue reductions, the Department should have identified specific expenditures to be cut to keep the budget in balance.

Aggressive Budgeting Practices, Decreased Ability to Manage Unanticipated Mid-Year Changes

Because the Department has increased the reliance on other special revenue funds to balance the budget, the balances in these accounts have been depleted, which decreases the Department's ability to manage unanticipated changes in costs or in revenues during the budget year.

Changes in Key Financial Staff

The School Department has experienced turnover in the Superintendent and Chief Financial Officer (CFO) positions over the past several years. Key changes in management often lead to new policies, procedures, and management styles. The current Superintendent has acted as interim Superintendent since August of 2008 and became the Superintendent during the fiscal year 2010 school year. The current CFO began at the beginning of the 2009/2010 school year, and was not involved in the process of creating the fiscal year 2010 budget, that she was responsible for managing.

During her first year, in an effort to improve the budgetary control and reporting process, the new CFO has implemented a new chart of accounts, a new budget format, and a position control system. However, during fiscal year 2010, she did not have a process for reporting budgetary results as required by the

School Committee's published policies. When the CFO and the Superintendent became aware that the deficit was growing and would not be covered through cost saving measures, we were recently told that they planned to recover the fiscal year 2010 deficit through more conservative budgeting in fiscal years 2011 and 2012. They informed us that they were not aware that this practice is not allowed by Massachusetts General Law. Additionally, they were not aware that other special revenue funds operate on a cash basis, and they are not allowed to accrue for revenues that they expect to receive in the subsequent fiscal year.

The Department did not have a formal process for projecting salaries to ensure that there were enough funds to cover the salary commitments through the end of the year. The school budget analyst typically begins the process of projecting salaries during the last 4 months of the fiscal year, which does not provide adequate time to react to any identified shortfalls.

During fiscal year 2011, the CFO has implemented a process for reporting budget to actual results for both revenues and expenditures to the School Committee.

Managing special education reserves

As shown in Appendix D, the School Department had a special education reserve account in fiscal year 2006 of \$350,000 that was entirely used as of fiscal year 2010. This fund was not used for unforeseen and unanticipated costs during the fiscal year. Instead, \$300,000 of the reserve was used in the School Department's fiscal year 2008 and fiscal year 2009 revenue budgets used to balance planned costs. This system of using reserves to balance the budget does not leave any flexibility for unforeseen costs during the fiscal year. By fiscal year 2010, these reserves had been entirely exhausted, and it appears that other revenues were estimated more aggressively rather than decreasing costs.

Review how summer salaries and end of year revenue receivables have been handled for the last five years.

Summer salaries

At the beginning of each 10 month school year teachers have the option to elect to be paid over a 10 month period or a 12 month period. Regardless of the payment method, the total salary earned for the 10 month work period does not change. From a practical standpoint, the teacher's summer salaries can be calculated at the start of the school year in September, with only minor adjustments during the year. We caution the reader not to conclude that the structural deficit that existed in the School Department during fiscal year 2010 was created through an unknown accrual that is not calculated until the end of the fiscal year. Salaries are one of the easiest line items to budget as the term is through June 30th, and the rate is collectively bargained. The only variable is the number of staff hired, which is under the School Department's direct control. For fiscal year 2011, the School Department has already calculated what the teacher's summer pay accrual will be at June 30, 2011 and could have done this early in prior fiscal years.

The School Budget Analyst does not calculate what funds will be required to pay teacher's salaries due until after year end. She then prepares a letter of the open purchase orders to be carried forward and amount to be carried forward for the teacher's summer pay. The amount put on the letter is the total amount that is available in the school budget, not just the amount calculated. The letter is signed by the school CFO, and provided to the Comptroller's Office to carryover in the general ledger system. For prior years, the amount carried forward has exceeded the actual expenditure which still resulted in a balanced budget. The fiscal year 2010 actual teacher's summer pay was \$3.3 million compared to \$3.2 million in fiscal year 2009. While the accrual was very consistent, the difference was that in fiscal year 2010 the

School Department only had \$1.6 million of available budget, which left the fiscal year 2010 school budget in a deficit.

The process for making funds available in the general ledger essentially increases the ability to spend in the subsequent fiscal year. As the payroll warrants are processed during the summer, they are charged to the increased appropriation. The School Department does not calculate the amount for teacher's summer pay that was what was actually charged against the carryforward. This calculation was done by the Comptroller's Office for purposes of this report and can be found in Exhibit A. As demonstrated in Exhibit A, fiscal year 2010 was the only year in the past five years examined that the funds available in the school budget were not sufficient to cover the summer salary commitments to teachers. For fiscal years 2006 through 2009 the actual expenditures ranged from \$54,000 to \$1 million under the amount encumbered. This had the impact of making additional funds available in the subsequent year's budget that, had they been identified, should have been made available for reappropriation.

End of year revenue receivables

The Town, in accordance with Massachusetts General Laws, records revenues on a cash basis. In accordance with this policy, the Town has not accrued a receivable for non-grant related special revenue funds over the past five years. We reviewed the accounts receivable balances in the Town's special revenue funds for the past five years and verified that the only receivable recorded was for the deficit in the Circuit Breaker fund, which was fully deferred. This means that the Town did not record revenue until the year the funds were actually received.

Department's are allowed to overspend certain grant accounts for expenditure driven grants that require funds to be spent prior to requesting reimbursement from the state or federal government. The Town reports these deficits and the subsequent receipt of funds for credit when submitting year end balances to the Department of Revenue for the certification of free cash. The most significant of these year-end deficit balances is in the Circuit Breaker fund and has been reflected in *Appendix D*.

Review the School Department's process for managing changes in budget projections during the fiscal year.

Management of the School Department recognized early in the school year that the revenue estimates used in their budget were not likely to be realized. They attempted to manage the changes in the revenue projections through cost cutting measures on the non-salary side of the budget. This was not done by formally reducing budgets, or identifying specific costs that would be cut, but by initiating what was considered an "essential purchases only" system where the CFO approved all non-salary purchases. The extent of the deficit became most apparent toward the end of the fiscal year. We were advised that management of the School Department knew that they would not be able to cover all salary commitments within the fiscal year 2010 budget, and planned on covering the deficit over the next one or two fiscal years. This plan and the deficit were not communicated to the Comptroller's Office.

During the budget planning process for the fiscal year 2011 budget, documents reveal that 2010 revenue estimates had significantly decreased, and that the expenditure budget was not reduced.

Review the School Department's current process for reporting budgetary results to the School Committee, and to the Comptroller's Office.

Prior to fiscal year 2011, the School Department did not have a process for reporting budgetary results to the Comptroller's Office outside of the information available to the Comptroller's Office through the Town's general ledger system. During fiscal year 2010 the School Department did not have a formal process for reporting budgetary results to the School Committee. However, decreases in estimated revenues were reported as part of the fiscal year 2011 budget planning process.

During fiscal year 2011, the School Department has implemented a new budget process and is now reporting monthly budget to actual reports along with year end projections for both revenues and expenditures to the School Committee.

Review the Comptroller's system for monitoring the School Department's spending against the appropriated budget.

The Comptroller's Office monitors budgetary results through the Town's general ledger system where the School Department's general fund budget is monitored on a bottom line basis only. Since the expenditures and the encumbrance amount reported by the School Department did not exceed the general fund appropriation, the over expenditure was not detected. However, the Comptroller does need to implement procedures to monitor the actual subsequent expenditures against encumbrances along with verifying the accuracy of year end accruals.

Additionally, for expenditure driven grants, the Comptroller's Office allows budgets to be overspent only to the extent of the approved grant. In other special revenue funds, spending is allowed to the extent that funds have been received.

The Town's contribution to the school budget did not change during the year. However, because other funding sources were reduced, there were less sources of revenue to charge expenditures against, which caused more costs to be charged against the general fund. The School Department historically charges many of their costs against the general fund appropriation first, and then reclassifies expenses, to the extent necessary, to other special revenue funds. Reclassifications are only made to the extent that is required to essentially use the general fund appropriation first, and use other special revenue funds as necessary. This process makes it difficult to project the status of the school's general fund budget during the fiscal year.

Additionally, the Town does not have a process for the Comptroller to verify that the School Department has adequate funds available to cover all salary commitments. The School Department has not provided salary projections to the Comptroller's Office, and there is currently no process for the Comptroller to verify that adequate funds have been appropriated during the hiring process for school employees.

Recommend budgeting and reporting practices that will reduce the risk that similar situations could occur in the future.

Implement formal monthly reporting of budgetary results and projections for both revenues and expenditures.

In fiscal year 2011, the Department has implemented monthly reporting of revenue and expenditure budgets, actuals, and year-end projections to the school committee. We recommend that this practice

continue, that these documents be provided to the Town Comptroller, Town Manager and that the Superintendent and CFO, in concert with the School Committee, implement formal budget reductions, as necessary, to maintain a balanced budget at all times.

Implement formal salary projections and a system to verify that adequate funds have been appropriated to cover salary commitments

In prior years, the School Department did not calculate and report salary projections on a regular basis, and did not have a system for verifying that adequate funds were available prior to making staffing decisions. The budget analyst typically calculates an estimate of the teacher's summer payroll accrual as well as salary projections beginning around March or April for year end planning purposes. This does not provide adequate time for the Department to identify and act on projected shortfalls. For fiscal year 2011, the School CFO has implemented a position control system to better monitor each position and the associated salary for the School Department.

Increase communication and controls between the School Department and the Town Comptroller's Office

We recommend that the School Department share budget projections throughout the year with the Comptroller's Office and that they establish formal monthly budget meetings to enable the Comptroller to be better informed about the School Department's financial position and plans throughout the year. The Comptroller would then be responsible to inform the Town Manager of any concerns.

Encumber school salaries in the general ledger

The Town and School currently record encumbrances on the general ledger to reserve appropriations for known commitments as a control feature to keep budgets from being overspent. This system is not done for salaries. The Town's general ledger system has a functionality that will allow for salaries to be encumbered. We recommend that the Town explore the possibility of also recording encumbrances in the general ledger for the School Department's salaries as an additional budgetary control.

Implement a more conservative budget process

A large contributing factor to the fiscal year 2010 budget deficit was an increased reliance on other revenue sources, that can vary significantly from one year to the next. For fiscal year 2011, the School Department has increased fees, and is still relying heavily on other revenue sources to fund the budget. We recommend that future budgets be built with a top-down approach by using conservative estimates to first determine the projected revenues and then to adjust the spending plan accordingly.

The School Department must only budget sources of funds that will provide cash available for expenditure. Any cost savings initiatives must be budgeted for as a change in appropriation.

A more conservative approach to budgeting would be to acknowledge that some expenditures are not as easily controlled than others (utilities, special education costs, etc.), and to plan for unanticipated increases during the initial budget process. By putting less reliance on revolving and other special revenue funds would provide management with a place to offset some eligible costs, to allow for more room to address unanticipated cost increases during the year without mid-year cuts in staffing.

Charge expenditures to appropriate fund as they occur

The School Department should charge expenditures to the correct fund or appropriation as they occur and rely less on year-end transfers of expenditures to balance things out. This would better enable the

School Department's management as well as the Comptroller's Office to monitor the financial condition in a meaningful manner throughout the year. This system has not been implemented for fiscal year 2011.

Accounting for expenditures against prior year encumbrances.

We recommend that the School Department provide the Comptroller's Office with a listing of all vendor encumbrances and a detailed calculation to support future teacher's payroll encumbrances at year end. These prior year encumbrances must be accounted for separately from the current year appropriations. Only expenditures and salaries that relate to the prior period or a valid purchase order can be charged to the prior year encumbrances. Any unspent prior year encumbrance would then become available for reappropriation or be turned back to fund balance.

Thank you for giving us the opportunity to provide services to the Town of Arlington. We are available to discuss this report along with its findings and recommendations.

Sincerely,



Powers & Sullivan
Certified Public Accountants

Town of Arlington
School Teacher's Summer Pay Accrual and Related Expenditures
Past Five Years

	Fiscal Year				
	<u>2010 (a)</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
Teacher's summer pay accrual (b)..... \$	1,579,908	\$ 3,254,246	\$ 3,179,641	\$ 3,515,953	\$ 3,408,740
Less expenditures against accrual (c).....	<u>(3,264,105)</u>	<u>(3,200,096)</u>	<u>(2,899,543)</u>	<u>(2,702,987)</u>	<u>(2,359,674)</u>
Variance	<u>\$ (1,684,197)</u>	<u>\$ 54,150</u>	<u>\$ 280,098</u>	<u>\$ 812,966</u>	<u>\$ 1,049,066</u>
Accrual change from prior year	-51.5%	2.3%	-9.6%	3.1%	8.4%
Summer pay change from prior year	2.0%	10.4%	7.3%	14.5%	2.7%

(a) Amount on original carryover letter submitted to Comptroller, final encumbrance was adjusted for fiscal year 2010.

(b) Amounts represent the value on the carryover letter sent from the School CFO to the Comptroller's office to encumber at fiscal year end. Supporting calculations were not provided.

(c) Calculated by Comptroller's Office subsequent to fiscal year 2010. The School Department concurs with the fiscal year 2010 calculation.

**Town of Arlington
School Department Budgeted Funding Sources
Past Five Years**

	Fiscal Year				
	2010	2009	2008	2007	2006
Funding Sources:					
Town contribution.....	\$ 36,767,241	\$ 37,878,871	\$ 36,775,603	\$ 35,319,943	\$ 34,280,901
ARRA grants.....	1,663,355	-	-	-	-
Non ARRA Grants.....	2,678,556	2,548,599	2,447,209	2,886,100	n/a
Other revenue (offsets):					
Circuit breaker.....	1,319,500	1,327,979	1,282,585	899,014	n/a
Full day kindergarten.....	766,500	751,500	505,000	350,000	n/a
Special ed tuition-in students.....	525,000	325,000	250,000	128,300	n/a
Custodial maintenance grey bill to Town..	75,000	75,000	75,000	75,000	n/a
Athletic fees.....	178,550	178,550	151,000	71,000	n/a
Pierce field rental.....	10,000	30,000	-	-	n/a
Instrumental music fees.....	120,000	119,768	68,350	65,000	n/a
Building rental fees.....	315,000	315,387	221,197	50,000	n/a
Transfer from Treasurer's budget.....	-	-	-	41,214	n/a
Athletic ticket sales and donations.....	17,500	17,500	17,500	17,500	n/a
Integrated preschool.....	15,000	23,000	16,500	-	n/a
Bishop bus fees.....	16,000	15,982	17,925	15,300	n/a
AEA offset (20% union salary offset).....	12,700	12,680	11,940	11,573	n/a
Extracurricular activity fee.....	-	40,000	75,199	-	n/a
Special education reserve reduction.....	-	150,000	150,000	-	n/a
LABB distribution (tuition credit).....	200,000	-	-	-	n/a
LABB distribution.....	250,000	370,000	-	-	n/a
Reduction of facilities reserve.....	-	200,000	-	-	n/a
Lunch program.....	150,000	215,000	-	-	n/a
Special education cost saving initiative....	400,000	-	-	-	n/a
Foreign students F-1 Visas.....	100,000	-	-	-	n/a
Custodial savings.....	75,000	-	-	-	n/a
Subtotal other revenue.....	4,545,750	4,167,346	2,842,196	1,723,901	n/a
Total funding sources budget.....	\$ 45,654,902	\$ 44,594,816	\$ 42,065,008	\$ 39,929,944	n/a
Revenue budget percentages					
Town contribution and ARRA.....	84%	85%	87%	88%	n/a
Non ARRA Grants.....	6%	6%	6%	7%	n/a
Other revenue sources.....	10%	9%	7%	4%	n/a
	100%	100%	100%	100%	n/a

Note: A detailed fiscal year 2006 revenue budget was not provided, however the total revenue offsets were published at \$694,232.

Town of Arlington
Arlington School Department General Fund Budget to Actual - Without Minuteman Appropriation
Last Five Fiscal Years

	2010	2009	2008	2007	2006
Available Sources:					
Prior Year Purchase Orders.....	\$ 291,909	\$ 477,765	\$ 356,600	\$ 1,189,284	\$ 1,033,068
Prior Year Teachers Summer Pay....	3,254,146	3,179,641	3,515,593	3,408,741	3,145,998
Town Annual Contribution.....	36,767,241	37,878,871	36,775,603	35,319,943	34,280,901
Available Initial Budget.....	40,313,296	41,536,277	40,647,796	39,917,968	38,459,967
Available Final Budget.....	40,313,274	41,177,925	40,615,566	39,957,414	38,459,975
Change in available budget.....	22	358,352	32,230	(39,446)	(8)
		(a)			
Expenditures and Carryforwards:					
Salary.....	29,498,210	29,505,975	28,185,022	27,007,223	24,914,378
Non Salary.....	8,512,230	7,465,043	8,772,693	9,013,478	8,947,564
Year End Encumbrances.....	563,752	291,909	477,765	356,600	1,189,284
Teachers Summer Pay.....	3,264,105	3,254,146	3,179,641	3,515,593	3,408,741
Total Expenditures and Carryforwards.....	41,838,297	40,517,073	40,615,121	39,892,894	38,459,967
Variance to Final Budget.....	\$ (1,525,023)	\$ 660,852	\$ 445	\$ 64,520	\$ 8
		(b)			

(a) = Partially the result of \$200,000 voted budget reductions from 9 (c) cuts.

(b) = State Fiscal Stabilization Fund required turnback, \$655,099.

Town of Arlington
Fund Balances of Select Other Special Revenue and Revolving Fund
Past Five Years

		Fiscal Year				
		2010	2009	2008	2007	2006
0750	Circuit breaker (a).....	\$ (263,973)	\$ (329,064)	\$ (358,735)	\$ -	\$ -
0751	Special education reserve.....	-	150,000	150,000	300,000	350,000
0755	Residential school.....	-	-	-	-	30,085
1330	Community education.....	40,128	70,292	17,481	21,919	28,113
1720	Full day kindergarten.....	100,372	150,315	100,942	55,829	134,635
1512	Hardy extended day.....	168,993	172,803	200,298	191,667	161,192
1430	Athletic fees.....	692	-	(257)	675	15,400
1440	Athletic miscellaneous.....	8,117	8,984	-	57,299	95,266
1650	Pierce fieldhouse.....	-	7,517	7,366	7,050	32,135
1480	Instrumental music fees.....	-	37,605	57,418	125,535	171,868
1520	Building rental fees.....	-	204,683	164,091	200,752	352,372
1660	Tuition payment revolving.....	-	-	99,710	97,792	324,783
1840	Foreign languages.....	-	26,555	67,500	15,000	23,000
1500	School miscellaneous.....	-	75,583	75,583	118,889	164,577
1510	Menotomy preschool.....	26,178	37,788	63,892	92,026	106,357
1810	Arlington high school improvement fund..	-	-	8,126	16,719	11,253
5275	Field user fees.....	88,846	52,865	76,975	10,769	21,539
1800	Bridge the gap.....	483,800	-	-	-	-
		<u>\$ 653,153</u>	<u>\$ 665,926</u>	<u>\$ 730,390</u>	<u>\$ 1,311,921</u>	<u>\$ 2,022,575</u>

Note: Selected only funds with significant balances that have been used to balances budgets.

(a) Circuit breaker funds due from the Commonwealth in June, and not received by the Town until the first week of July.

**Town of Arlington
School Department Revenue Budget to Actual
Fiscal Year 2010**

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
Revenue			
Town contribution.....	\$ 36,767,241	\$ 36,767,241	\$ -
ARRA grants.....	<u>1,663,355</u>	<u>2,048,123</u>	<u>384,768</u>
Non ARRA Grants.....	<u>2,678,556</u>	<u>2,460,288</u>	<u>(218,268)</u>
Other revenue (offsets):			
(a) Circuit breaker.....	1,319,500	905,619	(413,881)
Full day kindergarten.....	766,500	805,536	39,036
(b) Special education tuition-in students.....	525,000	13,084	(511,916)
Custodial maintenance grey bill to Town...	75,000	56,000	(19,000)
Athletic fees.....	178,550	229,997	51,447
Pierce field rental.....	10,000	28,425	18,425
Instrumental music fees.....	120,000	135,712	15,712
Building rental fees.....	315,000	356,754	41,754
Athletic ticket sales and donations.....	17,500	4,776	(12,724)
Integrated preschool.....	15,000	-	(15,000)
Bishop bus fees.....	16,000	19,406	3,406
AEA offset (20% union salary offset).....	12,700	12,701	1
(c) LABB tuition credit.....	200,000	-	(200,000)
(c) LABB distribution.....	250,000	-	(250,000)
(c) Lunch program.....	150,000	-	(150,000)
(c) Special education cost saving initiative.....	400,000	-	(400,000)
Foreign students F-1 Visas.....	100,000	227,339	127,339
(c) Custodial savings.....	<u>75,000</u>	<u>-</u>	<u>(75,000)</u>
Subtotal other revenue.....	<u>4,545,750</u>	<u>2,795,349</u>	<u>(1,750,401)</u>
Total.....	\$ <u>45,654,902</u>	\$ <u>44,071,001</u>	\$ <u>(1,583,901)</u>

- (a) Deficit due to state budget reductions.
- (b) Primarily state approved tuition charged to other communities for students living in group homes in Arlington.
- (c) Represent cost-saving initiatives and not actual revenue sources.

Thompson Building Project Update

November 1, 2010

Thompson School Rebuild Effort

- In 1993, a Schools Facilities Master Plan concluded that the seven elementary schools were antiquated and could not meet modern educational programming needs.
- In town-wide referenda in 1998 and 2000, Arlington's voters approved the rebuilding and/or renovation of the seven elementary schools.
- Between 2000 and 2005, five elementary schools were rebuilt with the majority of costs being paid with funds from the School Building Assistance Bureau (SBAB).
- The last two schools on the list to be repaired were the Thompson (built in 1956) and the Stratton (built in 1962 and added to in 1968). The two final schools were newer and in better condition than the Brackett, Bishop, Hardy, Peirce, and Dallin.
- The SBAB was replaced in 2004 by the MSBA, which operates under different regulations.

New MSBA Process

- MSBA process begins with local determination of a *problem* through a Statement of Interest (SOI). This differs from the SBAB program, under which the first five elementary schools were rebuilt, which began with local definition of the *solution*.
- MSBA oversees the space study, enrollment projections, and decides if districts have a need. The MSBA wants central decision-making by an authorized person at the municipal level and generally works with the school superintendent.
- Pursuant to the new rules, in 2007 the School Committee submitted Statements of Interest to MSBA for Thompson, Stratton, and the High School.
- The High School and Stratton were rated in categories 1 or 2 in the MSBA survey and were determined not to need substantial assistance.
- The Thompson was placed in the “Planning Category,” meaning that additional MSBA investigations were required to establish whether work was needed.

MSBA Criteria for Capital Investment

- **Building Condition** – whether the building exhibits signs of moderate to severe deficiencies in multiple building systems, such as roofing system, windows and doors, heating and ventilation systems
- **Building Capacity** – whether the building exhibits signs of moderate to severe overcrowding including excessive class sizes, inadequate number of classrooms, conversion of non-educational space to educational uses
- **Educational Program** – whether the ability to support the required educational program is adversely affected by the building's condition and/or capacity
- **Structural Deficiency** – whether the building has clearly documented structural deficiencies that pose an immediate risk to the health and safety of building occupants

Senior Study at Thompson

- In September of 2007, the MSBA visited the Thompson Elementary School to conduct a Senior Study.
- MSBA concluded that Thompson was “tired” but not overcrowded or in egregious physical condition.
- On February 21, 2008, Arlington officials met with Sarah Young, MSBA Director of Facilities Programming and Planning, and other MSBA officials and stated that:
 - **Arlington voted two debt exclusions to support the rebuilding or renovation of all seven elementary schools.**
 - The five rebuilt schools were designed under the assumption that there would be seven. There is not sufficient room system-wide to consolidate. **There are only two unused K-5 classrooms system-wide.**
 - Most students can walk to school, so **the District does not have to provide transportation within its tight budget.**
 - **Arlington is creating new in-district Special Education programs to reduce the number of students who have to leave the district to receive the services they need.** This will reduce out-of-pocket operational costs but require capital costs for new facilities.
 - **The district projected 1%—2% elementary enrollment growth for the foreseeable future, driven in part** by a generational changeover in homeownership. New families are drawn to Arlington by its relative affordability and good schools.
 - There was a discussion about the **condition of the Thompson building**, including leaky windows, a very old boiler, a leaky roof, a tiny library and a kindergarten wing that is not well configured for its educational mission.

Feasibility Study Approved

- On November 11, 2008, a Statement of Interest for the Thompson School was submitted to the MSBA.
- Katherine Craven, Executive Director of the MSBA, visited and toured the building in February of 2009
- On March 25, 2009 the MSBA Board invited the Town of Arlington to collaborate on a Feasibility Study of Thompson
- Thompson School Building Committee formed in spring of 2009
- Kevin Nigro from PMA Consultants selected as the Project Manager through the MSBA process.
- In December 2009 the MSBA, with input from Arlington officials, selected the Architectural Firm HMFH to conduct the feasibility study.
- Feasibility Study must include three alternatives.

Concepts for MSBA consideration

- Arlington's increasing enrollment must be considered when planning the rebuild or renovation of Thompson.
- The school district's central kitchen is located at the Thompson. It provides and stores food for the district.
- The Thompson is a logical place for Early Childhood Special Education Programs & Daycare for children of faculty members.

Rising Enrollment

- District has increased enrollment from 4,165 in 1999-2000 school year when the rebuilding effort began to 4,784 during the 2009-10 school year.
- This is an increase of 619 or 15% over ten years.
- Elementary Enrollment:
 - 2005-06 (year the new Dallin opened) Elementary Enrollment = 2,369
 - 2009-10 Elementary Enrollment = 2,493
 - 2010-11 Projected Elementary Enrollment = 2,570
- Projected K-12 enrollment for 2010-11: 4,912 (18% higher than 1999-2000)
- School Committee voted to redistrict by the time the new Thompson School opens
- Current enrollment of Thompson is 335. Because of rising enrollment, MSBA approved a capacity at Thompson of 380 students. This does not include the 60 or so students that would be housed in the Early Childhood Center.
- **MSBA approved revised enrollment capacity for Thompson on May 28, 2010, meaning that the choice is now between a rebuilt school or a renovated school with an addition.**

Special Education – Housing Pre-K at Thompson

- School Districts are mandated to provide Special Education services for children ages 3-5. We currently educate 56 Pre-Kindergarten students in-district at an annual cost of \$922,849.
- The district is educating three out-of-district Pre-K students at a total annual cost of \$272,000. The three out-of-district children could be educated in-district if we had more space.
- The number of Pre-K children evaluated and found eligible for Special Education services is increasing.
- Currently our Pre-K programs are housed at Arlington High School in less than optimal space.
 - No windows in one classroom and therapy rooms
 - No running water in most classrooms
 - Only one bathroom for boys and girls
 - One classroom opens directly onto interior driveway to a loading dock
 - Therapy rooms & offices are created through “temporary” partitions in corridors
 - Drop-off & pick-up traffic patterns create safety issues

Reducing out-of-district placements

- The district is projected to spend \$1.2 million less this year than in FY '09 on out-of-district tuition and transportation costs. To continue to meet operating budget constraints, it is critical that more students are educated in-district.
- Out-of-district special education placements were reduced from 106 in FY '10 to 86 in FY '11.
- Generally, it costs the town half as much to educate a child in-district as opposed to out-of-district.
- Providing Pre-K special education students in-district programming makes it less likely they will require services outside of the system.

Long Term Savings due to placing additional Special Education Space at Thompson

APS Pre-K	Cost	Enrollment	Out-of-district cost	One-year savings	# of Pre-K students who will remain out-of-district w.o. in-district offering	Lifetime cost of 6 Pre-K students not returning (assuming # of Pre-K students who remain out of district)	Lifetime Cost of educating 6 Pre-K students in district
Pre-K/Pre-School I	\$524,477	16	\$542,144	\$130,667	4	\$3,855,868	
Pre-School II	\$168,815	6	\$332,766	\$163,951	2	\$2,476,244	
Services Only	\$229,557	37	\$223,148	\$(6,410)			
Total Pre-K	\$922,849	59	\$1,098,058	\$288,206	6	\$6,332,112	\$1,871,493

\$4,460,619 = Difference between the cost of educating 6 “typical” in-district Pre-K students out-of-district and the lifetime cost of educating 6 Pre-K students in-district

\$297,375 = Annual savings for 6 Pre-K students educated in district

Central Kitchen

- Central kitchen for all seven elementary schools is at Thompson.
- Kitchen is where items are prepared from scratch, chilled in a cooler or freezer and shipped cold to other elementary schools.
- Equipment includes double skillet convection oven, tilt skillet, tilt kettle, 2-burner range, sonic steamer.
- The kitchen has cold and dry storage areas because Thompson receives government commodities deliveries of milk, eggs, cheese, etc. for all schools, including middle and high schools. The deliveries arrive every 1-2 weeks, are held at Thompson, and delivered to the elementary schools daily and the middle/high schools every other week.
- Central kitchen saves money because it prevents over-buying food for 9 buildings
- Minimizes the cost of food delivery

Alternatives for the Thompson Site

Alternative	Committee Decision
Renovate Only	Eliminated – not enough space to accommodate growing enrollment & special education programming
Renovate and Add	Accepted
Phased New Construction – 3-phase project in which part of old school would operate while construction occurred	Eliminated – not realistic
Demolish existing school and build new	Accepted
Operate existing school and build on the north playground lot	Accepted – does not require student relocation during construction

Sizes & Enrollment of current elementary schools

Elementary School	Square Footage (per 2010 Capital Planning Committee Report)	Year Built (Rebuilt)	October 1, 2010 Enrollment (APS Data)
Bishop	51,367	2002	371
Bracket	57,670	2000	446
Dallin	68,578	2005	425
Hardy	55,107	2001	329
Peirce	48,500	2002	268
Stratton	63,300	1962 & 1968	346
Thompson	59,000	1956	335
Total			2,520

DALLIN PROJECT

- Begun in 2004. New school opened January 2006.
- Total Cost = \$11,785,302 (68,578 square feet x. \$172 per square foot)
- Hard Costs = \$10,463,466 (general contract, equipment, technology, site development)
- Soft Costs = \$ 1,321,836 (architect, legal, & construction management fees and "other")
- Total = \$11,785,302
- Soft costs represent about 11% of the total budget.
- State reimbursement rate was 63%.

Proposed Thompson v. Dallin (rebuilt – 2005)

Proposed Thompson	Comparative Criteria	Dallin
83,495	Square Footage	68,578
64,829 (Special Education - Early Childhood = 13,770 sf & Central Kitchen = 3,060 sf & Day Care = 1,836 sf)	Square Footage <u>without</u> kitchen, daycare, & early childhood	68,578
\$17,827,975	Cost of building each school today <u>without</u> kitchen, daycare & early childhood @ \$275 per square foot (MSBA goal)	\$18,858,950

Previous Debt Exclusion Funds

- According to the Chairman of the Capital Planning Committee, there is approximately \$11,000,000 in unused debt exclusion borrowing capacity.
- The Massachusetts Department of Revenue has ruled that the Town can legally utilize the full debt exclusion capacity to raise funds through borrowing for one or more of the seven schools.
- Several organizers of the 1998 and 2000 Debt Exclusion votes believe, however, that only 37% or approximately \$4,000,000 of this money is ethically or politically available because taxpayers were told that 63% of the costs of each project would be covered by the School Building Assistance Bureau (SBAB).

Warrant Article

- ARTICLE 4 CONTINGENT TRANSFER OF REAL ESTATE/THOMPSON SCHOOL AND NORTH UNION STREET PLAYGROUND

To see if the Town will vote (1) to transfer the care, custody, management, and control of the Thompson School building and appurtenant land from the School Committee to the Parks and Recreation Commission for the purpose of demolishing the building and creating a new playground upon the site; and (2) to transfer the care, custody, management, and control of the North Union Street Playground and appurtenant land from the Parks and Recreation Commission to the School Committee for the purpose of rebuilding the Thompson School upon this site, the effectiveness of said vote to be contingent upon (a) the assent of the Parks and Recreation Commission and the School Committee to these transfers; and (b) the subsequent appropriation by Town Meeting of funds to accomplish these purposes, or take any action related thereto.

(Inserted at the request of the School Committee)

Advantages to a land swap

- School continues on the current site
- Reduces transportation costs
- Eliminates the need to look at housing students outside of Arlington in closed Catholic schools or adding a trailer to one or more of the current elementary schools
- Plan is to move Thompson students to six elementary schools (each school gets one grade), but this would cause the elimination of music rooms in four schools and science rooms in two schools. (Science/Music would be moved to gym or another part of the school)
- New park will be constructed

Disadvantages to a land swap

- Thompson community loses open space for two years.
- Based on the town's experience with similar-sized projects, the cost to rebuild the park is between \$1,000,000 and \$2,000,000 and is not reimbursable by MSBA.
- We do not know if there is hazardous contamination under the surface of the Thompson School. If there is, the cost to build the park would be higher.
- Current school will operate adjacent to a construction site for 18 to 24 months
- Some towns that have done land swaps for schools have not followed through on the commitment to re-create the park.
- Complicated land acquisition process (see next slide)

Article 97

- Town received federal funds to develop the North Union field in the 1970s & therefore Article 97 of Executive Office of Energy & Environmental Affairs applies.
- Town must demonstrate that there is no feasible and substantially equivalent alternative to the disposition of the protected land & that the land to be disposed will be replaced with land of equal or greater value.
- Requires two 2/3 votes of Town Meeting (once to support the swap as an option and again to fund it), Unanimous Vote of the Conservation Commission and Parks & Recreation Commission, 2/3 vote of the State Legislature, and approval of the National Park Service.
- MSBA is aware of these challenges but wants to see a good faith effort to pursue each option.

What an affirmative vote means

- Moves the MSBA process forward – we want to avoid a delay by the MSBA board pending a Town Meeting vote. The MSBA Board vote is currently scheduled for January 2011.
- Supports Arlington's Nov. 1, 2010 Preliminary Design submission to MSBA, which includes three options.
- Allows the school district to present three alternatives to MSBA.
- Demonstrates community support for the Thompson project.

An affirmative vote is not . . .

- A final decision on whether to effectuate the transfer.
- Transfer requires a second vote of town meeting in the spring, provided this is chosen by the Superintendent, Thompson Building Committee, School Committee, and MSBA as the preferred option.
- 963 CMR: MASSACHUSETTS SCHOOL BUILDING AUTHORITY, Sec. 2.05 requires the school district to have exclusive jurisdiction over the property for at least 50 years. The warrant article does not grant this authority. It is a step that allows the MSBA process to move forward.

Steps taken and to be taken (locally) for the Land Swap

- October 26, 2010 – School Committee unanimously supports Warrant Article 3.
- Public Hearing with neighbors (November 3)
- Town Meeting – November 15, 2010
- Conservation Commission Vote
- Park & Recreation Commission Vote
- Spring Town Meeting vote authorizing the funds to execute the land swap, if the north lot is the preferred option of both the Town and the MSBA

MSBA Timeline

- **November 1, 2010:** Preliminary Design Program submitted to MSBA (**completed**)
- **December 1, 2010:** Thompson School Building Committee and School Committee must vote its preferred alternative.
- **December 15, 2010:** MSBA Subcommittee meeting to review the Thompson School Feasibility Study. Discussion of the three alternatives & preferred alternative.
- **January 26, 2011:** MSBA Board meets to review proposal and vote whether to move the Thompson project from feasibility study to schematic design phase.
- **January 26 – May 1, 2011 (If MSBA board approves Schematic Design Phase):** Schematic Design of preferred alternative takes place.
- **May 1, 2011 –** Schematic Design is submitted.
- **June 1, 2011 –** MSBA Subcommittee meets to review schematic design
- **July 25, 2011 –** MSBA Board meets to review schematic design of the Thompson School and to award MSBA funding for the project. **If approved**, the town of Arlington has 120 days to obtain funding from Town Meeting and/or by a referendum to finance the project.
- **November 24, 2011 –** deadline for securing town funds for the project.
- Failure to secure funding means the project has to start over.